

# Sales Management

THE MAGAZINE OF MARKETING



Grand Union's L. P. Shield. National brands now account for 93% of sales. See page 37.

**IN THIS ISSUE • HOW TO BUY ADVERTISING  
FOR 47c ON THE DOLLAR • WHAT INDUSTRIES  
BEST '51 PROSPECTS? • SALESMEN'S WAR WORRIES**



FIFTY CENTS

JAN-15-1951



# Get a load of this \$50,000 yawn

Sure as shooting, any such yawn is going to cost you plenty.

It's the sign of the mind that wandered, of the story that didn't register, of the points that didn't get across.

And here's the preventive for it! Let The Jam Handy Organization work with you . . . to dramatize and build your ideas into an effective presentation . . . whether for sales meeting, trade convention, training program, or consumer sales promotion.

The Jam Handy Organization has specialized teams equipped to handle *all* phases of visual presentations and business showmanship—movies, slidefilms, displays, staging, tie-in literature, demonstrations, speeches. You'll like Jam Handy "One-Stop Service"—from a single source, with a single responsibility.

One-stop service saves time. One source of supply saves duplicate explanation costs. Having the whole job done by one self-contained organization saves confusion and duplication of supervisory time.



Stage Presentations  
Demonstration Devices  
Slidefilms  
Slides  
Skits  
Meeting Guides  
Tape Recordings  
Disc Recordings  
Motion Pictures



Meetings Packages  
Screen Advertising  
Cartoon Comedies  
Training Manuals  
Poster Charts  
Banners



Pictorial Booklets  
Transparencies  
Film Distribution  
Turnover Charts  
Pageants  
Quiz Materials



Technicolor Productions  
Field Surveys  
Training Devices  
Speech Coaching  
Promotion Pieces  
Portable Stages  
Television Commercials  
Meeting Equipment  
Projection Service



## The JAM HANDY Organization

OFFICES — NEW YORK • WASHINGTON • DAYTON • DETROIT • PITTSBURGH • CHICAGO • LOS ANGELES



● **FIRST DETROIT NEWSPAPER IN CIRCULATION INCREASES FROM MARCH 31—SEPT. 30, 1950**



● **FIRST DETROIT WEEKDAY NEWSPAPER IN TOTAL CIRCULATION FOR THIRD QUARTER, JULY 1—SEPT. 30, 1950**



● **LARGEST WEEKDAY CIRCULATION IN FREE PRESS HISTORY FOR ANY PERIOD**

● All three Detroit newspapers did a pretty good job in circulation during the past six months. However, The Free Press did a little better job of increasing its circulation than any other Detroit newspaper — its weekday gain of 33,385 being nearly twice greater . . . its Sunday paper was the only one to show a gain.

By printing the kind of a newspaper that is winning major public acceptance, we make it the kind of a newspaper that helps your advertising do a better job.

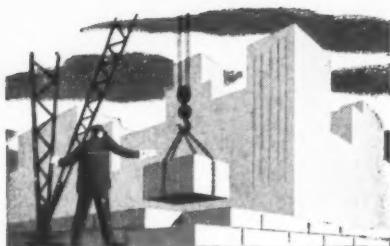
**449,449**  
WEEKDAYS  
**473,004**  
SUNDAYS

Average net paid circulation  
for 6 months' period ending  
Sept. 30, 1950

**The Detroit Free Press**

JOHN S. KNIGHT, PUBLISHER

Story, Brooks & Finley, Inc., National Representatives



**ACB Research**  
(for newspaper checking)  
**is a Raw Material**  
**from which**  
**Successful**  
**Sales Policy**  
**is built**

● If your product is one which a retailer is advertising in his local daily newspapers, you should know about and use ACB Research Services.

These ACB weekly or monthly reports multiply management's capacity to follow the activities of dealers—your own and competitive. They point out the merchants who are pushing your brand and those who merely "carry" it.

If dealers advertise your brand, ACB will keep you abreast of all developments... tell you what sizes, models, prices, etc. are being featured and then compares this advertising effort with that of competing dealers. You also receive all details of national releases by competing manufacturers.

Newspaper advertising is a most efficient form of advertising. It is flexible. It is local. It is personalized by your dealer's signature. It is the advertising on which retailers thrive and grow.

ACB Newspaper Research takes the daily newspaper advertising appearing in 1,393 localities and compiles that part of it in which you are interested into one clear, coherent picture that you can understand at a glance, or if you prefer, ACB can supply you with tear sheets of each dealer advertisement.

**Send for free ACB Catalog!**

Gives details of 12 research services—covers wide range of subjects—tells how to estimate cost—suggests many applications of information furnished—gives names of satisfied users.



**The**  
**ADVERTISING**  
**CHECKING BUREAU**  
**INC.**

New York (16) • 79 Madison Ave.  
Chicago (5) • 538 South Clark St.  
Memphis (3) • 161 Jefferson Ave.  
San Francisco (5) • 16 First St.

# Sales Management

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## T. R. PRODUCES VOLUME SALES

☆ Among the 8,500 T. R. Advertisers are approximately 2,000 who use no other media. T. R. produces sales for these companies in sufficient volume to justify their renewal, year after year, in Thomas Register... exclusively.

Indisputable proof that T. R. produces valuable sales contacts at the time buying is contemplated. Proof, too, that—

**"8,500 T. R. Advertisers  
Can't Be Wrong"**

HABITUALLY CONSULTED BY ALL DEPARTMENT HEADS, REPRESENTING 60% OF THE TOTAL INDUSTRIAL PURCHASING POWER OF THE U. S., WHO ARE CONCERNED WITH WHAT TO BUY & WHERE TO BUY.

96% ABC Paid Circulation

# THOMAS REGISTER

461 EIGHTH AVENUE • NEW YORK 1, N. Y.





## Star Salesmen



**IMPACT.** Quick as you've seen this Outdoor Panel, you've read it. And you'll find it hard to forget! Since it's brief, colorful and to the point, panel technique carries your advertising message with terrific force. Put GOA Impact to work

for you today! General Outdoor Advertising Co., 515 S. Loomis St., Chicago 7, Illinois.

★Covers 1400 leading cities and towns



## CUT DISTRIBUTION COSTS in Metropolitan New York



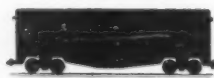
Use Lehigh deep-water docks for water-borne rates to metropolitan New York-New Jersey.



Five warehouses, in the heart of the world's greatest market.



24-hour delivery anywhere within 50 miles, by Lehigh fleet. 48 hours for 200 miles.



Main-line rail connections to all carriers.

Write, wire or phone for Lehigh's complete cost analysis of savings on food products, warehousing and distribution in the New York City area.

### LEHIGH WAREHOUSE & TRANSPORTATION CO.

102 Frelinghuysen Ave., Newark 5, New Jersey  
Telephones: (NJ) Bigelow 3-7200 (NY) Rector 2-3338

NEWARK • JERSEY CITY • BROOKLYN • ELIZABETH • PORT NEWARK



**EXECUTIVE OFFICES,** 386 Fourth Avenue,  
New York 16, N. Y. Lexington 2-1740

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Associated Business Publications



January 15, 1951 Volume 66 No. 2

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A. R. Hahn  
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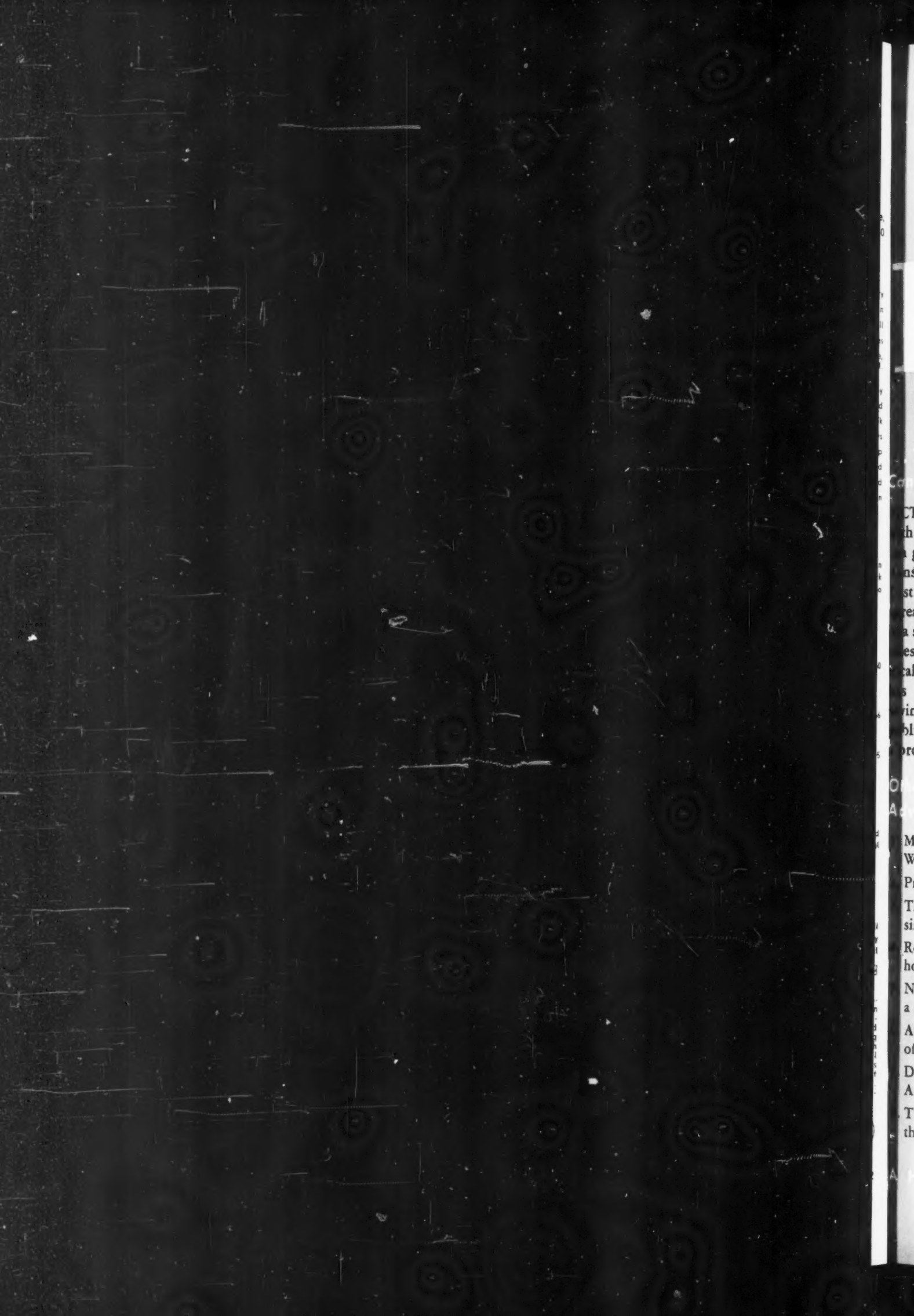
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# Save Advertising Dollars in 1951

## with the *FLEXIBILITY* of

# Pictorial Review

The Only Great Sunday Magazine You  
Can Use For Mass Selling In Single Markets

PICTORIAL REVIEW saves you important dollars with its market-by-market *flexibility*. With it, you can give special treatment to special market situations. Build sales back quick in below-par markets. Test special sales plans. Test new copy before reading it broadcast. Try out the impact of color in a single market. Give extra support to deserving outlets. Take quick advantage of favorable local market conditions. Yes, PICTORIAL REVIEW is demonstrated sales-making, appropriation-*ing flexibility* that's unique in Sunday magazine publishing. Surely a magazine like this should have prominent place on your media list in 1951.

One Exclusive Advantage That Powers Your  
Advertising In PICTORIAL REVIEW

Mass-buying audience created and held by the World's top artists and writers.

Proven high readership for your advertisements.

The mighty impact of color advertising even in a single market.

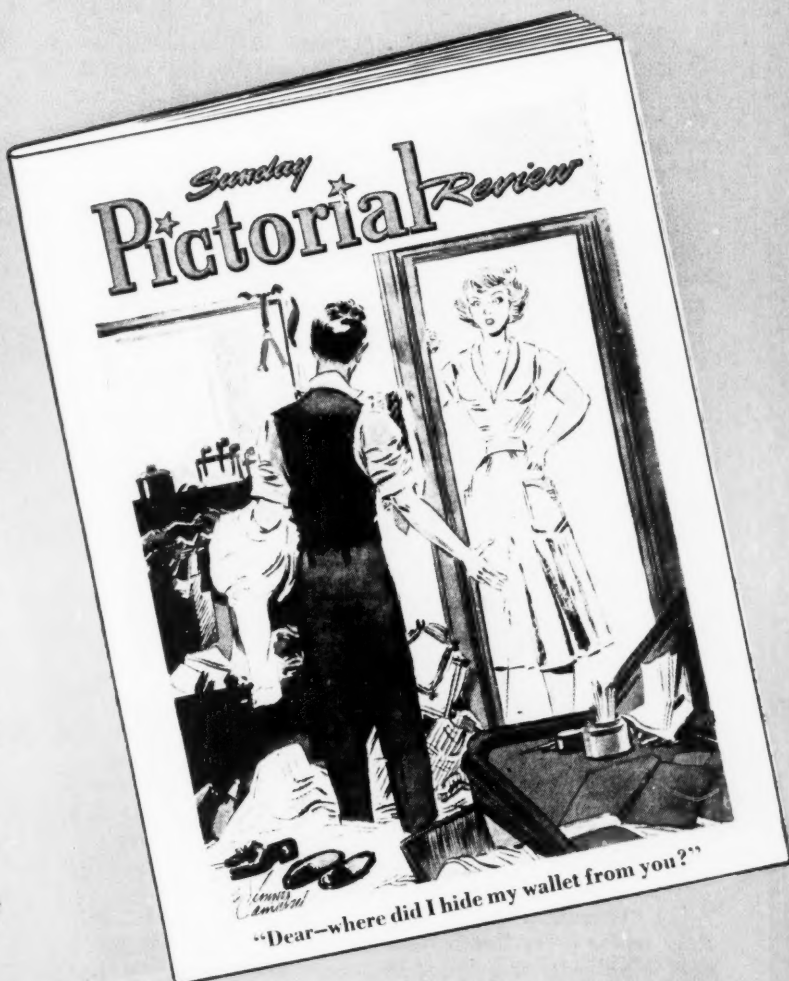
Reader interest anchored deep in all the news of home-town entertainment.

No single page competitive product advertising... a clear field for your sales story.

Ability to time your advertising to the exact timing of your sales plans.

Deep penetration into largest consumer-masses in America's most influential buying centers.

The individual, street-by-street market guidance of the famous Hearst Sales Operating Controls.



Total 10-Market Circulation Takes Your Advertising To  
Over 6,000,000 Families With The Sunday Circulation Of

LOS ANGELES EXAMINER • SAN FRANCISCO EXAMINER  
PITTSBURGH SUN-TELEGRAPH • DETROIT TIMES  
CHICAGO HERALD-AMERICAN • MILWAUKEE SENTINEL  
NEW YORK JOURNAL-AMERICAN • BOSTON ADVERTISER  
SEATTLE POST-INTELLIGENCER • BALTIMORE AMERICAN

Any Combination Of Three Or More Papers Earns You A Group Discount

A HEARST PUBLICATION • Represented Nationally by HEARST ADVERTISING SERVICE

# The Human Side

## CARTOONING A CITY-OWNED UTILITY'S REPORT

That old problem—getting stockholders to read the annual report, with its confusing assets and liabilities and all, and the way their company is being managed . . . Have *you* had it?

The stockholders in the Sacramento Municipal Utility District are about everybody in that California capital city, for this is the city-owned and operated electric utility. There were 83,480 customers metered, mostly residence, farm and small business. *They* had it—the old problem that is.

There was some good news. Everybody had got a rate reduction, and service had been improved. But nobody had got a dividend check, and the citizen told about how much faster new meter connections were now made would probably have grunted, "Oh, yeah?"

After considering various ways of glamorizing the report, with illustrations of the system, animated charts and the like, the board decided on cartoons, suggested by the cartooned reports of the Girard Trust Company, Philadelphia. The text of the report was printed as made, with the familiar charts, piled-up dollars, where the money came from, and where it went . . .

This municipal business is set up like a corporation, with president and board. "Brass" always wants to be understood. Besides the urge to be regarded as human, this particular management was new, having taken over from a private corporation three years before.

So the job to be done by cartoons was to get the report read, and to show that the business was run by just people, who could, incidentally, enjoy a laugh. Albert J. Hamilton and the utility's advertising agency, Chapin-Damm, Sacramento, worked out the pictures.

For cartoons, a professional cartoonist was wanted, an artist whose every line is humorous: Magazine cartoonist Red Woodberry was found to be available.

For subjects, they looked into the utility business itself, and developed ideas at the customer level. The customer knows the meter reader, the monthly bill, suspects that she is being over charged. Dynamos, kilowatts, volts—the rest she leaves to the experts.

And so the cartoon ideas included such scenes as five officers trying to explain to a housewife just what a kilowatt is, and making no headway whatever; a bright young manager assuring another housewife that the meter reader was not a disguised burglar; the attorney advising the board that it has no case against the dog that bit a

meter reader because witnesses were ready to testify that he bit the dog first . . .

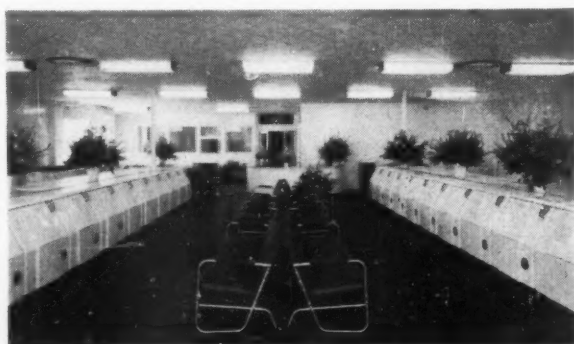
The attention received by the report was such that cartooning will lighten the next report, too. It was read, and commented on in the newspapers, and even attracted editorial praise from the banking press.

When the city runs utility service, customer and public relations remain just the same. Service has to be actively sold, often in competition, as electricity vs. gas, the customers are as quick to question a bill—there are even bonds to be sold to bankers!

"We feel that a public agency has a very real responsibility in doing a good reporting job on operating results," is the way the Sacramento people explain their cartooning.

## THE TALKING WASHING MACHINE

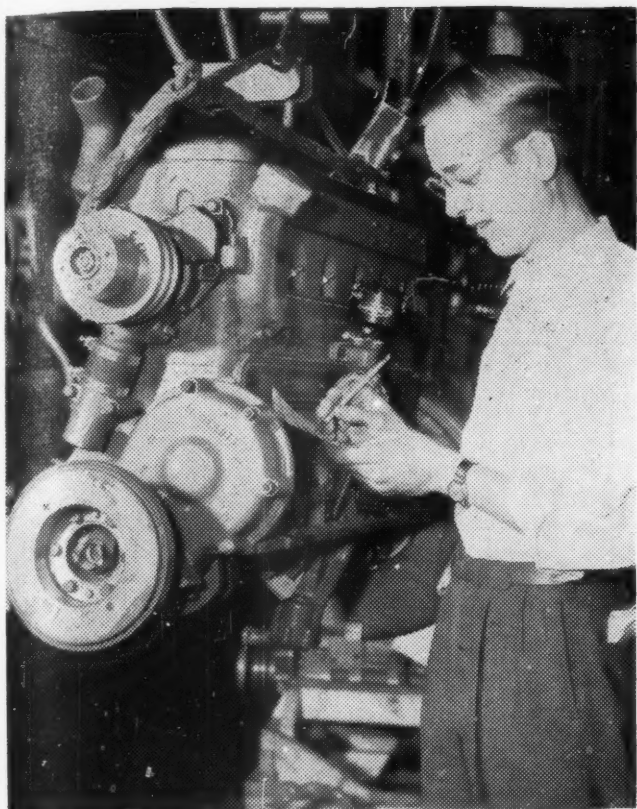
If, by any chance, your wife patronizes one of the self-service laundries, don't be surprised if she one day bends yours ear about her strange experience: When she opens the door on one of the machines she just *might* get a sales



THINGS MAY BE DIFFERENT . . . If Westinghouse has its way. One of these machines may talk instead of wash the dirty duds.

talk! For she'll have gotten a Westinghouse Laundromat which never has and never will wash its first hankie. It's strictly a dummy—but a dummy that speaks.

Westinghouse decided to help its laundry equipment dealers plan an aggressive fall promotion campaign with what it terms a "talking Laundromat." The familiar



# YOU DON'T KNOW Bill Rubush .... BUT WE DO!

*He's One of 4,000 Employees  
At International Harvester  
in Indianapolis . . .*

## AND HE'S ONE OF OUR 354,000\* SUBSCRIBERS

Bill and his fellow workers at International Harvester's truck engine plant in Indianapolis are well paid and steadily employed. They . . . and thousands of others working in scores of diversified industries in the Heart of Hoosierland . . . offer a rich and responsive market for every type of product.

That's why Marion County has an effective-buying-power average of \$5,705 per family† . . . why it stands eighth among the nation's 32 largest metropolitan counties in both effective buying power and retail sales per family!

That's why our Hoosier workers . . . like Bill Rubush . . . have something left over for luxuries after necessities have been bought in generous quantity. That's why Hoosiers are buying new cars, refrigerators and television sets.

***And—we're very proud—they're buying . . . and reading . . .  
The Indianapolis Star and The Indianapolis News every day.***

**KELLY-SMITH COMPANY      ●      NATIONAL REPRESENTATIVES**

\*Publisher's statements, 6 months ending September 30, 1950

†Sales Management's "Survey of Buying Power."

*Indiana's  
first team...*

**THE INDIANAPOLIS STAR  
and  
THE INDIANAPOLIS NEWS**

JANUARY 15, 1951





**MACHINE-TRAINED SALESMAN . . . demonstrates machine.**  
This Laundromat conceals a canned talk and pictures, is automatic.

Laundromat being used is a shell with a film and voice built in. And it is now available to dealers by Westinghouse Electric Appliance Division.

Here's what'll happen when your wife opens the door: By turning the handle she automatically turns on the automatic machine! It starts to grind out its five-minute program. And during those five minutes the prospect (your wife, that is) is given the works. Every phase of the Laundromat's performance is covered. In addition, 32 color pictures appear in the machine's door which serves as a screen, and, furthermore, a 500-word selling story is hammered home.

Actually your wife won't run across the machine if she merely *patronizes* the local self-service laundry station. Not unless Westinghouse can talk the operators of such establishments into allowing a showing where it'll do the most good. But if she uses the self-services and gets interested enough in owning a machine of her own, she's very liable to run into it at the dealer's. For this talking Laundromat is designed for use in dealers' showrooms, in his window or at home shows, fairs and exhibits, wherever housewives congregate. And the beauty of the machine: It can be used to train salesmen!

This is only one phase of Westinghouse's all-out dealer helps. The second promotion is a contest called "Guess and Win." It ties in with two selling features of the Laundromat, the Weigh-to-Save door and the Water Saver. Dealers advertise details of the contest and invite prospects to their stores. There they are allowed to guess a nine-pound load of clothes. There's a cash prize for the perfect guess. (And have you ever tried to guess how many dirty clothes add up to nine pounds?) The prospects also fill out registration cards for a chance at the grand prize which is awarded at the contest's end.

Westinghouse is also showing dealers how to sell the Clothes Dryer as sort of a side dish to the Laundromat. The dealer offers to place the new plug-in Clothes Dryer in the prospects home—no cost or obligation—for 10 days. Westinghouse believes that once she's discovered what helpmeets the two, in combination, are, she'll start picking her husband's pockets rather than send it back.

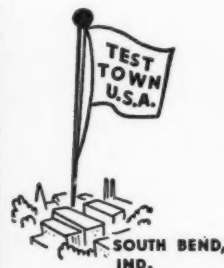
The whole program adds up to an all-out push in the dealers' direction. And Westinghouse thinks that if an individual dealer's sales don't go up considerably, he just isn't tying-in!

## HAPPY TESTING - GROUND



South Bend is the market for tests you can trust. Results obtained here may be used with confidence elsewhere — because *this* market is typical. The 1950 census proves it. A major population trend of the past 10 years has been the move from big cities to suburban areas. That's precisely what happened in South Bend! The city itself grew 14% while the metropolitan area gained 26%. Write for free market data book entitled "Test Town, U.S.A."

**The  
South Bend  
Tribune**



STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

# NEWS REEL



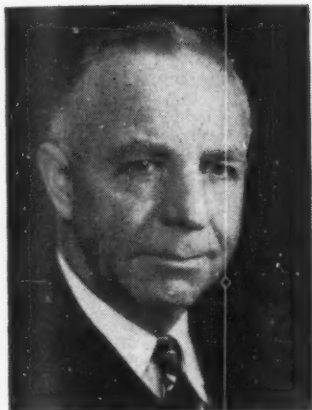
## **G. C. TICOULAT**

Appointed v-p of Crown Zellerbach Corp., he has been manager of sales for Crown Willamette Paper Co. division of the corporation since 1932.



## **HARRY BOWSER**

Named to the newly-created post of sales training director of Sloane-Blabon Corp., he had been director of sales education for Thomas A. Edison, Inc.



## **THE McBEE CO.:**

Philip M. Zenner (right) is president of the company, succeeding his brother, D. R. Zenner, deceased. H. C. Davis (left) promoted to executive vice-president from vice-president in charge of sales.



## **EKCO PRODUCTS CO.:**

Edward Marder (left), in charge of Ekco's expanded staple line management, is elected vice-president; John Brooks (center), continuing as sales manager of nationally advertised lines, is newly named vice-president in charge of housewares sales; Edward Keating (right), assistant to the president, has also been elected vice-president in charge of foreign operations for the company.

**Here's the way  
Sweet's Catalog Service  
works for you:**

---

**catalog design**

Custom catalog design by Sweet's starts with consultation with you to determine what information is needed to bring about the buying action you desire—specification, request for sales call, direct order. Then follows organization of the information in a basic pattern for making your catalog easy to use and to understand. Next comes selection of the most effective form for the clearest statement of each fact—text, table, diagram, illustration. The result is a unit of buying information, specially designed to bring you and your future customers together in the shortest time and with the least effort.

---

**catalog production**

Because of the great number of manufacturers' catalogs handled each year, printing by Sweet's offers you the economies of quantity production with no sacrifice of quality. You may order your catalogs in any desired quantity—part to be distributed by Sweet's and part, if you wish, to be delivered to you. If you prefer, you may print your own catalogs and deliver them to Sweet's for filing and distribution, in which case charges are lower than those for the complete service.

---

**catalog distribution**

When your catalog is distributed by Sweet's, it is delivered to prospects of top-rank buying power in the markets of interest to you. Sweet's spends more than \$200,000 yearly to locate, qualify and select the firms and individuals who represent the bulk of buying power in each market served. Furthermore, your catalog remains in the office of each recipient, instantly accessible at all times. This is accomplished by distributing it in a bound, indexed collection (file) of manufacturers' catalogs. According to thousands of users, this is the most effective method of getting catalogs used by prospective customers.

Sweet's Service can distribute your catalog to any or all these seven markets: Product Designers, Mechanical Industries, Process Industries, Power Plants, General Building Market, Heavy Construction Market, and Light Construction Market.

**why**

**Landis Tool Company**

**got out a**

**twenty-ninth**

**catalog**

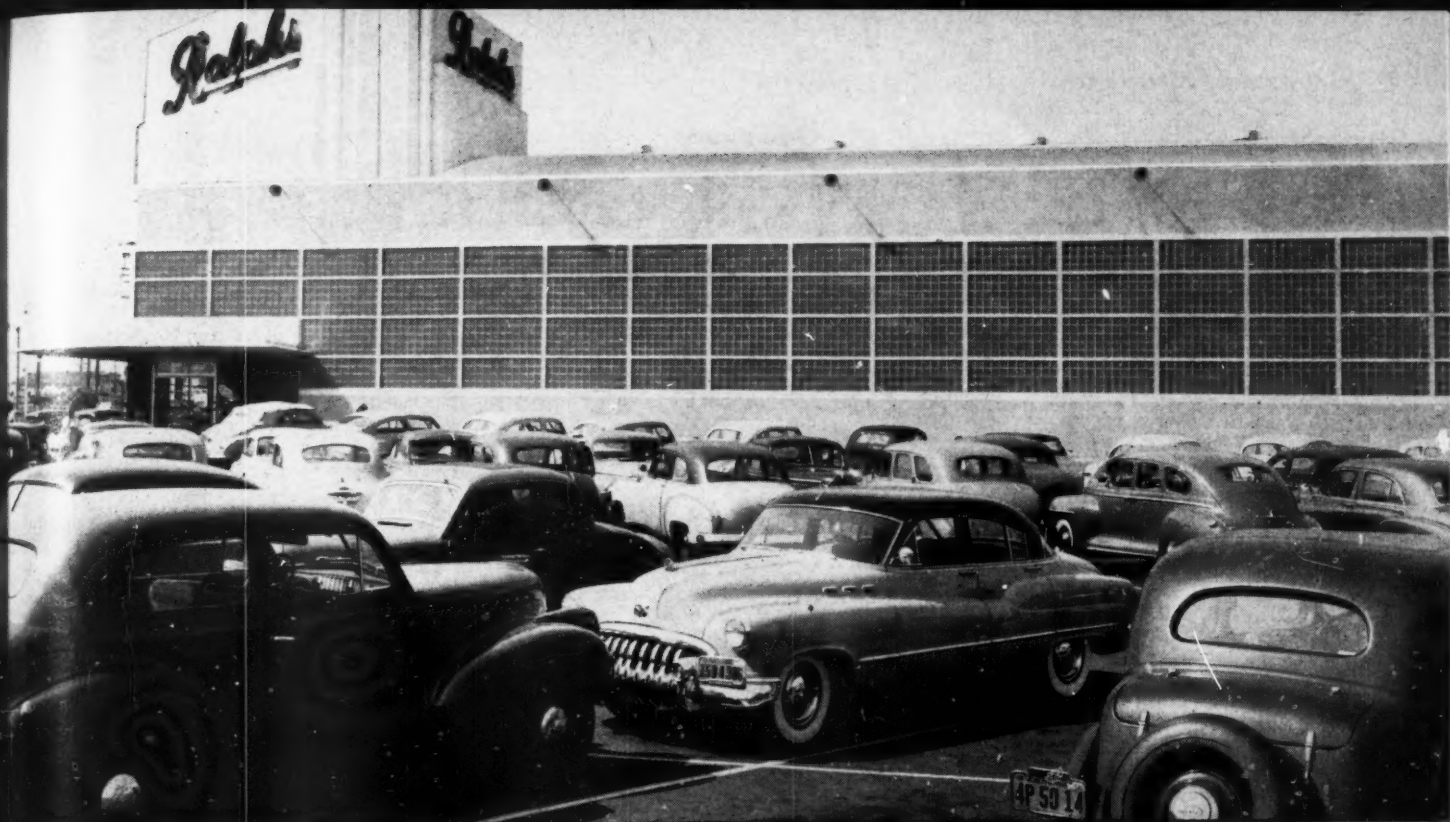
"We have 28 different catalogs which describe in detail the line of standard and special purpose grinders manufactured by the Landis Tool Co. But, to distribute these catalogs to the thousands of plants where cylindrical grinders are used would be an extremely expensive operation.

"So, in order to put basic information on the Landis line in the hands of all these prospects, we had Sweet's Catalog Service design a 28-page catalog which pictures and describes the main characteristics of each machine. Once a year, this catalog is brought

**Gets the right information to the right people at the right time.**

**Sweet's handles more catalogs than any other organization  
—in 1950 over 35,000,000 copies for 1,148 manufacturers.**





## RALPHS *Drives Ahead* TO BIGGER SALES!

The miraculous growth of modern Los Angeles had its beginnings in the 1870's and gained momentum with the development of motor transport. Simultaneously, from the days of the hitching post to the parking lot era, the Ralphs chain of markets grew — from one store, opened in 1873 by George A. Ralphs, to 34 pace-setting super markets.

As Los Angeles pushed wide its boundaries, created new living habits, buying habits and *shopping-by-car habits* — Ralphs opened new stores at strategic traffic points, adopted new merchandising policies, and above all, made shopping easier for customers.

*"Automobiles are shopping necessities to most people in metropolitan Los Angeles, and large and adequate parking areas are absolutely essential to Ralphs,"* says the chain's president.

America is certainly changing when even parking lots can determine the turnover of national products out of individual outlets.

But today, in every market, changes are taking place that are as vital to those which have shaped Los Angeles and Ralphs. These changes require revised marketing strategy, based on the latest, most authoritative information.

Progressive sales and advertising executives of national organizations are relying more and more on the sound localized data of Hearst Advertising Service to assist them to better understanding of local markets. Your H.A.S. man can supply you with complete, accurate information about the ten major markets where more than half the nation's buying income is centered. Get in touch with him today, for bigger localized profits tomorrow.



This is the V. P.  
in Charge of Sales, who  
was deluged with orders  
when his product story  
was told to 1,000,000\*  
MEN who read and own  
The Elks Magazine.

\* June 30, 1950, ABC statement—  
976,299 circulation — a 26,299  
bonus over guaranteed 950,000 on  
which current rates are based.

The  
**Elks**  
MAGAZINE  
New York • Chicago • Detroit  
Los Angeles • Seattle

**We** publish two good newspapers  
... they are read by everybody  
in and around Louisville

**We** sell advertising space at  
reasonable rates.  
It produces sales.

**The Courier-Journal**  
**THE LOUISVILLE TIMES**  
Owners and operators of  
Station WHAS and Station WHAS-TV  
364,123 DAILY • 293,426 SUNDAY  
REPRESENTED NATIONALLY BY THE BRANHAM CO.

# The Scratch Pad

BY T. HARRY THOMPSON

Retailers are whistling the tradi-  
tional January theme-song: "White  
Sales in the Sunset."

Thoughts of table-linen lead me  
naturally to dining-room furniture,  
which is going midget on us. It might  
be advertised, come to think of it, as  
"Dining-Room Furniture, j.g."

To my friends in warehousing:  
Forgive my personal pique of a few  
issues ago, when I referred to a mov-  
ing-van as a "sad symbol." To me  
it *was*, because it meant uprooting  
and leaving a home I cherished, for  
a dream that exploded in my face.  
To others, it is often a *happy* symbol  
of better things ahead. And my gripe  
was against a single company, *not*  
representative of a fine industry.

A Philadelphia horse ate a string  
of pearls valued at \$5,000. Owner  
of the gems considers this nag a pain-  
in-the-necklace.

Incidentally, a cow isn't neces-  
sarily a cannibal, even when she eats  
her own fodder.

"What good is there in being the  
richest man in the cemetery?"—*The*  
*Pick-up*.

"RCA Won't Give TV Tube to  
CBS"—headline. Does Macy's tell  
Gimbels?

President Truman may have re-  
acted to this headline when he ap-  
pointed Charles E. Wilson Director  
of the new Office of Defense Mo-  
bilization: "To get big jobs done  
well, experienced people come to  
GE."

Can you keep your Charles E.  
Wilsons straight, by the way?

Charles E. (for "Edward") Wilson,  
defense boss, former president of  
General Electric. Charles E. (for  
"Erwin") Wilson, president of Gen-  
eral Motors. Charles E. (for  
"Eben") Wilson, vice-president of  
Worthington Pump & Machinery  
Corporation. Electric, motors, and  
pump Wilson get each other's mail  
at times, the AP says.

TEQUILA: The gulp of Mexico.

CAPITALIST: A fellow who doesn't  
have a Red scent.

## HEADLINE PARADE

272,000 is a lot of can-openers.—  
"Chicago Sun-Times."

The most comfortable thing since  
bare feet!—*Bond's Wonder Walk*  
*Shoes*.

No reason for freezin'.—*Norway*  
*Anti-freeze*.

Mistletoe's strictly incidental.—  
—*Prince Gerdner*.

Chicago's Jonas H. Mayer sends  
me a "personalized" letter on a new  
Smith-Corona using script, more  
cursive than I've ever found on a  
typewriter. Next time I break the  
piggy-bank, it will be for one of these  
portables.

Uncle Sam isn't ready to give the  
country back to the Indians, but he  
does show his innate decency by  
awarding them 14 billions for lands  
taken.

The built-in antenna is okay, I  
guess, but I think I prefer the old  
"slide-trombone" aerial on the roof.

"Widow-cleaner" isn't always a  
typographical error. Sometimes, it's  
that "friend" who tells her how to  
invest the money Pop left.

The rhumba seems to be a certain  
maharajah's Indore sport.

SALES MANAGEMENT

# COVER 2 Rich Markets AT ONE LOW COST!



## ... in the Cleveland Plain Dealer

Two rich markets—producing a substantial part of the total retail sales in the State of Ohio—can be reached effectively by the Cleveland Plain Dealer's recognized 2-in-1 coverage.

Two markets with \$2,405,631,000 in annual retail sales are mighty important to advertisers. They're even more important if they can be covered by one newspaper, and at one low cost. The P. D. gives adequate local newspaper coverage of *both* the Greater Cleveland market AND the 26\* adjacent county area—at one low cost.

	(Cleveland) Cuyahoga Cy.	26 Adjacent County Area*
Total Retail Sales . . . . .	\$1,389,093,000	\$1,016,538,000
Food Sales . . . . .	344,023,000	258,111,000
Gen. Merchandise Sales . . . . .	256,335,000	90,493,000
Drug Sales . . . . .	39,922,000	20,972,000
Furn., Hsld., Radio Sales . . . . .	70,099,000	44,938,000
Eff. Buying Income . . . . .	2,372,846,000	1,602,861,000

\*Akron, Canton, Youngstown not included.

Figures—Sales Management Survey, May, 1950

\* The Plain Dealer's Market Survey Department can assist you in checking your merchandising coverage with current market data for Cleveland. Write for information.

## CLEVELAND PLAIN DEALER

*Cleveland's Home Newspaper*

Cresmer & Woodward, Inc., New York, Chicago, Detroit, San Francisco, Los Angeles  
A. S. Grant, Atlanta



# Mayflower

—the moving service that saves  
you time...trouble...and money!



## A Traffic Manager's Dream Come True!

● Safe, dependable Mayflower Moving Service will take the job—the whole job—of transferring company personnel right off your hands. All you have to do is call, or have your secretary call, your local Mayflower agent and then approve the order for service when it comes to you. Mayflower will do the rest, and do it the way that you and the family being moved want

it done—the best way. Mayflower Moving Service has been planned and standardized on the best vans, the best equipment, and the best methods of packing and handling. You can depend on Mayflower to relieve you of all the details and to uphold your reputation for taking good care of your company personnel . . . everytime . . . everywhere! It pays to standardize on a standardized Moving Service—Mayflower!

## AERO MAYFLOWER TRANSIT COMPANY • Indianapolis



Mayflower's organization of selected warehouse agents provides on-the-spot representation at the most points in the United States and Canada. Your local Mayflower agent is listed in the classified section of your telephone directory.

**AERO Mayflower**  
NATION-WIDE FURNITURE MOVERS  
*America's Finest*

A new electronic doll "can sing gay little songs, recite nursery-rhymes, laugh and be gay, and say her prayers," it says here. Wonder how she'd do with "The Thing" and that BOOM-boom-BOOM business?

Owners of the "Deepfreeze" trademark have been buying space to tell editors that the generic name is "home freezer" and not "deep freeze." A 5-percenter is still a 5-percenter, though.

Even Senator McCarthy can find nothing subversive in a pair of pink-ing-shears.

"Atomic Material Used in Making Newsprint"—headline. It may explain an explosive editorial here and there.

Groucho Marx was interviewing a young soldier on his TV quizzer, "You Bet Your Life." He asked the kid what he'd most like to be. The answer rocked the studio-audience: "A civilian!"

King Gustaf V left \$1,935,000. It was money he had saved for a reigning day.

Academic question: When is a profit "excess"?

A strike of dry-cleaners is spot-news, obviously.

In my possibly biased opinion, there is one thing wrong with a stuffed pepper. It isn't stuffed in the right place. For instance, the garbage-can.

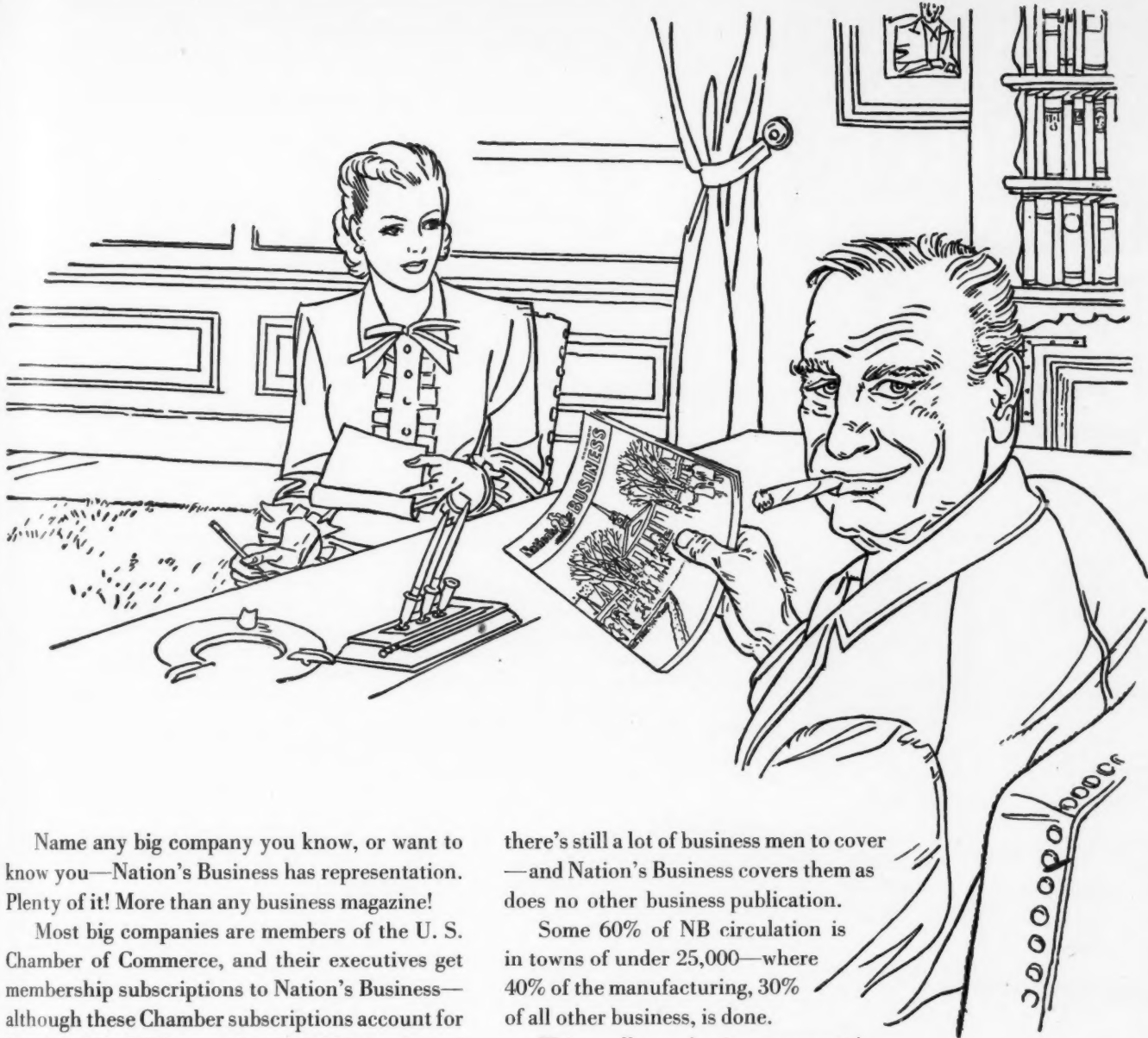
Vagrant thought: It was no pin-head who engraved the Lord's Prayer on the head of a pin.

The final Michigan court gave the governorship to Mennen Williams. Who was doubtless in a lather while the re-check was under way.

They tell me you can be fined \$3.20 for kissing your girl good-night in Italy. Rather high buss-fare.

COLUMN RULE: Put a quart of meaning into a pint of words.

SALES MANAGEMENT



Name any big company you know, or want to know you—Nation's Business has representation. Plenty of it! More than any business magazine!

Most big companies are members of the U. S. Chamber of Commerce, and their executives get membership subscriptions to Nation's Business—although these Chamber subscriptions account for less than 9% of NB's more than 700,000 circulation!

**MOST** big company executives know Nation's Business from away back in their business careers.

But Nation's Business reaches the big business men because it is of service and value to *all* business men. And the man in the big job in the big firms is no different from other business men—in his aims and interests, in his personal problems, in his need for background and interpretation of all the factors that influence his business and him!

After you run through big business, however,

there's still a lot of business men to cover—and Nation's Business covers them as does no other business publication.

Some 60% of NB circulation is in towns of under 25,000—where 40% of the manufacturing, 30% of all other business, is done.

This small town business segment is the most dynamic portion of American business—a huge market now, with the largest potential for growth and advancement.

In this market, Nation's Business can find you prospects and customers not covered by other general business publications—a premium market that gives NB a big plus value as an advertising medium. And the plus comes at very low cost!

If you don't know as much as you should about this magazine and its market, call the nearest Nation's Business office.

# ***NATION'S BUSINESS***

WASHINGTON, NEW YORK, CHICAGO, DETROIT, CLEVELAND,  
SAN FRANCISCO, LOS ANGELES, SEATTLE AND DALLAS

# 4 way better RADIANT SCREEN



1

**New Radiant Glass Beaded Screen Surface**—made by exclusive Radiant process. Millions of tiny glass beads reflect light instead of absorbing it—giving brighter, clearer, sharper pictures.

2



**New Radiant Washable Fabric**—enables you to keep your screen surface glistening white always. Just wipe with damp cloth—that's all there is to it!



3

**New Radiant Mildew-Proof Screen Fabric**—Exclusive special Radiant fabric protects your screen from discoloration by mildew or fungus. Screen stays snowy white for years!

4



**New Radiant Flame-Proof Fabric**—will not support a flame. Gives added protection against screen damage. Is the safest screen you can buy!

## send for free sample

of this amazing new Radiant screen fabric. See how much more brilliant your pictures can be on this miracle fabric. Write for it today—also for latest illustrated brochure on complete line of Radiant portable, wall and table screens for all purposes.

**RADIANT MFG. CORPORATION**  
1279 S. Talman Ave., Chicago 8, Illinois

**RADIANT**  
PROJECTION SCREENS

## WASHINGTON

# Bulletin Board

## MOBILIZATION

► So far, orders by defense agencies have been of these types:

1. Restricting civilian use of a given material, e.g., aluminum.
2. Forbidding the use of a given material in specified products, e.g., copper.
3. Directly allocating the supply of a material, e.g., cobalt.

Chief's are preparing a new type of order: directing plants on the timing of their deliveries. The Armed Services have asked for it. There's been a lot of talk, particularly, of directly controlling both the building and distribution of machine tools.

## INTERIOR

► Several times a week the Department must deny the same query: Is the Government about to ration gas? You continually hear the rumor in other buildings, particularly the Pentagon. If people couldn't drive about, they'd spend less money; gas rationing would emphasize the Emergency, etc.

The Interior seems determined to keep things as they are. The supply situation is a little nervous: more gas is used than produced so that imports are necessary. However, curtailment wouldn't increase the supply that's directly available since there's no place to store.

## DEFENSE

► Although the Emergency lets the Armed Services negotiate where they formerly solicited bids, there's been no change yet in the way they do business. That's merely because in big organizations a change involves vast detail.

One of the instructions being sent to Procurement Officers is to use as many suppliers as possible, even if they sometimes have to pay more. During the war, orders often were placed almost exclusively on the plant whose name was best known; great backlogs accumulated. Incidentally,

it was Wilson who put a stop to that eight years ago. Finding additional contractors is preferable to paying overtime.

## CENSUS

► The Bureau has been working with the Federal Security Agency to make payroll figures coming from its own Manufactures Count and Social Security data more consistent. It's said that the Social Security county figures for the first quarter of 1950 will reflect this collaboration.

► The 1949 Annual Survey of Manufactures is being completed; the Bureau is now starting its canvass to cover 1950. A lot of work is being done on metal processing for the benefit of Defense agencies.

► Population figures for April 1, 1950 and 1940 for economic areas within states have been published in a pamphlet now being distributed. A map gives rough outlines of the boundaries of the areas. Write the Bureau for "Population of State Economic Areas: April 1, 1950, Series PC-3, No. 7."

► Sales managers whose customers include children and teenagers will find interesting new material in "Children and Youth, 1950, Series P-20, No. 32." You can get it by writing the Bureau.

The figures, which were assembled for the White House Conference on Children, are based on a sample from the population census forms. There are figures on incomes, schooling, occupations of parents, etc.

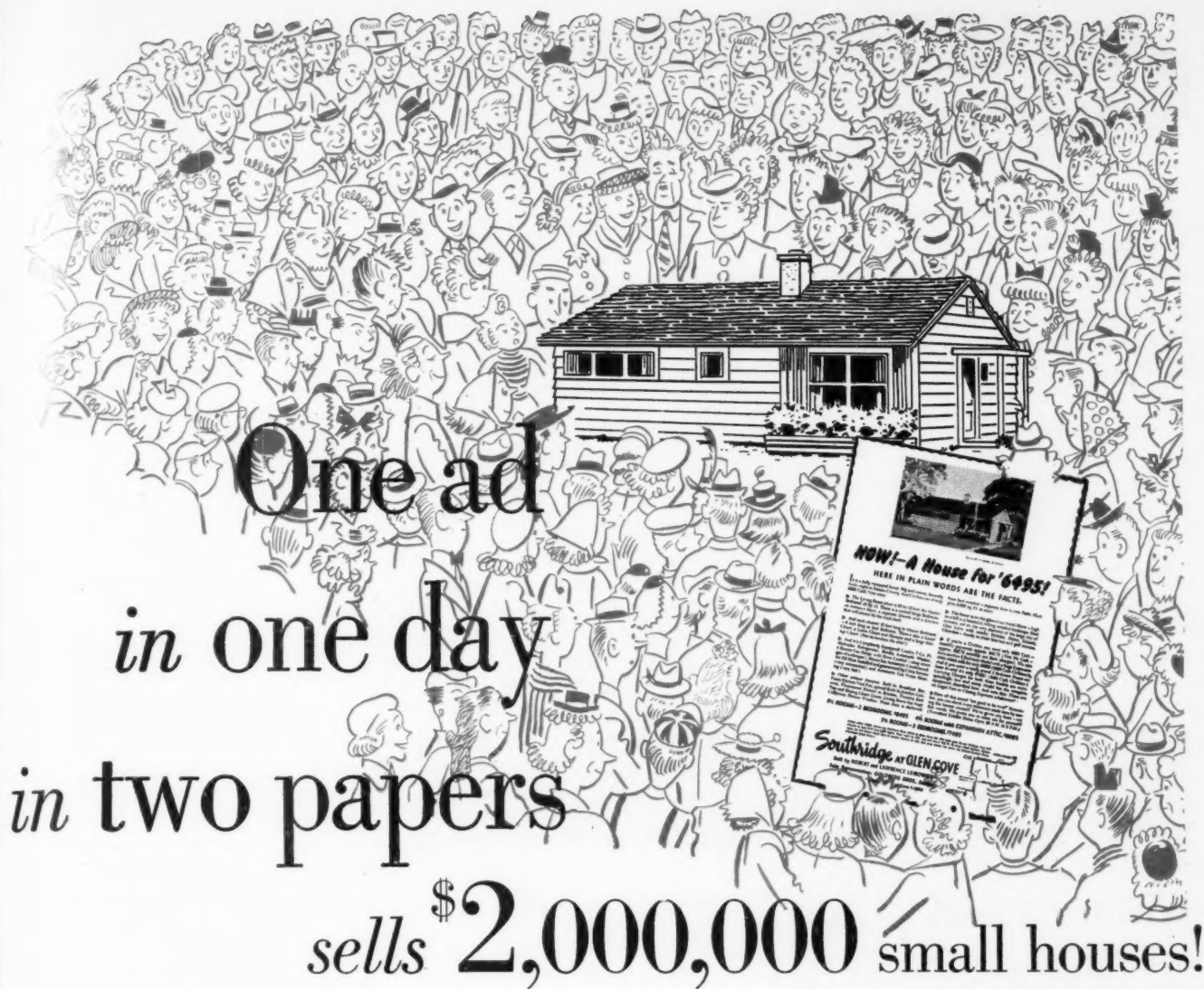
Along with the pamphlet, there's a paper, "Population Changes, Their Effect on Children and Youth," which Paul C. Glick of the Bureau, presented to the Conference. It's also worth writing for.

## TREASURY

Officials are convinced that the drop in sales of Savings Bonds doesn't merely reflect a fear of infla-

## SALES MANAGEMENT





The Tarrell Building Corporation put up a 300-house development called *Southridge*, at Glen Cove, Long Island.

*Southridge* was advertised, in 165 lines on 4 columns. Darn good ad, too—told just what you'd want to know, and how to get there. The houses were priced at from \$6,495 to \$7,495; small down payment, and so much a month. Glen Cove, incidentally, is 25 miles from New York.

The advertisement was run on Saturday, May 13. Saturday is the day nobody is supposed to read newspapers in these parts.

Well, by Sunday 6 pm, *Southridge* was sold out, \$2,000,000 worth of houses—in one day, with one ad, in two papers...

The papers were the Long Island Press with 169,000 circulation... and The News.

Come to think of it, a two million dollar sale isn't so much; less than \$1 apiece from The News 2,275,000 daily circulation! Ain't arithmetic wonderful?



If you sell anything New Yorkers want, or even think they want... there is nothing in the world that will

find more buyers for you, more quickly, more cheaply—than The News. Fool around all you want with other media... but you'll stay in business longer, make more friends, influence more customers, pay more income taxes, when you use this newspaper!



New York **News**

DAILY... more than 2,125,000  
SUNDAY more than 4,050,000



# consumer markets

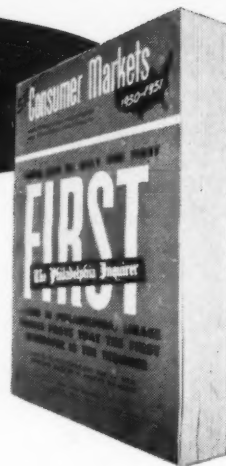
## THE BOOK THAT SIMPLIFIES THE SEARCH FOR MARKET FACTS

"I consider CONSUMER MARKETS the most valuable single volume an agency can have," says a Media Director. "We would have to have at least five volumes to give us the information found in just CM. It's terrific!"

CONSUMER MARKETS fills the needs of agencies, national advertisers, market analysts, media sales and promotion managers for accurate, up-to-date, detailed market facts on every state, county and city of 5,000 and over in the United States.

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882 pages of accurate, up-to-date market figures with state-county and major market area maps, organized for greatest working convenience.

## Consumer Markets

Published by Standard Rate & Data Service  
Walter E. Botthof, Publisher  
333 North Michigan Avenue, Chicago 1, Ill.  
New York • Los Angeles

## When you think of BUFFALO Think of 8 COUNTIES

**1,400,000  
PEOPLE**

Best Sold Through  
BUFFALO'S  
LARGEST NEWSPAPER  
284,000\*  
Sunday Circulation and  
Still Growing



● When you use the Sunday Courier Express to sell Buffalo, you also sell all 8 Western New York Counties profitably and economically...for this great Sunday paper offers the best coverage to blanket the 17 communities with over 10,000 population and the rest of this rich market.

**It Gets Results**

**BECAUSE**

**It Gets Read Thoroughly**

**BUFFALO  
Courier  
EXPRESS**

REPRESENTATIVES:  
OSBORN, SCOLARO, MEEKER & SCOTT

Western  
New York's  
only  
Morning  
and  
Sunday  
Newspaper

\*ABC Audit 9/30/49

tion. After all, life insurance sales and savings deposits don't show like declines. There's been a lapse of salesmanship.

Later on, there will be another Buy Bonds campaign, which advertisers will be asked to support. It hasn't yet been decided to concentrate exclusively on Savings Bonds; perhaps, some officials think, it's just as well to persuade people to do any kind of saving whatever.

► The Bureau of Internal Revenue has issued a regulation determining which life insurance salesmen are subject to Social Security taxes. Write the Bureau for "Coll. No. 6571: Status after 1950 of Full-Time Life Insurance Salesmen for Federal Employment Tax Purposes including Income Tax Withholding."

The rules boil down to the following:

1. Salesmen who are "employees" by all the ordinary, common-law tests are, of course, subject to income tax withholding, payroll taxes, etc.
2. Among those who don't fit into the "employee" class, some are subject to Old Age Security taxes. These are not also subject to other payroll taxes. Those who are covered give full time to selling policies for a single company and, aside from autos, have no substantial investments in the business.

## LABOR

► Bureau of Labor Statistics has just started to collect material with which to revise the cost-of-living index. The present index, it's to be recalled, knows nothing about frozen foods, has little use for oleo, never heard of TV.

Unfortunately, Defense will make this business of revision difficult indeed. The index will be based on what people spent in 1950 rather than in the middle thirties; more weight will be given to refrigerators, autos, etc., just as these are going out of production.

But not everything is lost. Officials point out that it will be easier to adjust to Defense from a 1950 index than from the present one, which is utterly stale. Moreover, the bulk of people's expenditures are on food and rent. Since the thirties, diets have changed, as you can see from Agriculture statistics. The changes will go into the index and may not have to be revised too much.

The figures on family expenditures will of course be published. They will be the first of the kind in fifteen years.

# SIGNIFICANT TRENDS

As seen by the editor of SALES MANAGEMENT for the fortnight ending January 15, 1951

## PROTECT YOUR SALESMEN

As we have pointed out several times in this space, it is very likely that we shall have both price and wage controls and the chances favor a number of transportation bottlenecks. Have you anticipated these as much as possible?

Have you made "official" an incentive plan which will permit you to reward deserving salesmen, even if there is a wage ceiling? Have you set up detailed job descriptions for your salesmen by establishing successive classifications and pay ranges so that you can give salary increases within established classifications? Have you set up job descriptions and definitions which emphasize the *service work* your salesmen do? Remember that in the last war priorities were given by ration boards and transportation officials to men who did servicing and sales engineering work. A man who is classified *only* as a salesman is likely to be considered as non-essential.

## WHAT SHALL WE ADVERTISE?

The passage of an excess-profits tax raises a question about future advertising policies. Is the sky the limit on using advertising as an expense deduction? Will the government try to curb advertising expenditures?

We have had our Washington Editor, Jerry Shoenfeld, check on sentiment on the Hill, at the Pentagon, and in the Treasury Department. Briefly put, his answer is—*no change*.

"I think that the same rules will apply in making out the excess profits tax returns as for the ordinary tax. If a company too suddenly boosts the amount it is spending, the Revenue people will be suspicious and may disallow. A company certainly will be allowed to spend *as much* as at present, even though it has little product advertising to do. I think that it will be allowed to expand its volume gradually."

Jerry sums up the sentiment on the Hill as for permitting no faking of expenses but, on the other hand, no interference with legitimate advertising. . . . At the Pentagon he finds little interest. The Armed Services are going along on the old rules as to allowance of advertising in estimating costs on military protection.

But *what* should one advertise if there is no call for product advertising? J. G. Motheral, Vice President of Batten, Barton, Durstine & Osborn, told the members of the San Francisco Advertising Club: "Remember this—*products may be oversold, but brands never are*. People forget faster than almost anything. . . . People will remember brands, and favorably, even if they can't buy them—provided their favorites are kept in their minds. . . . Customers still can be led to dream and think into the future, and even smack their lips in anticipation.

"Advertising can tell about new inventions, new processes and products which are coming out of war and

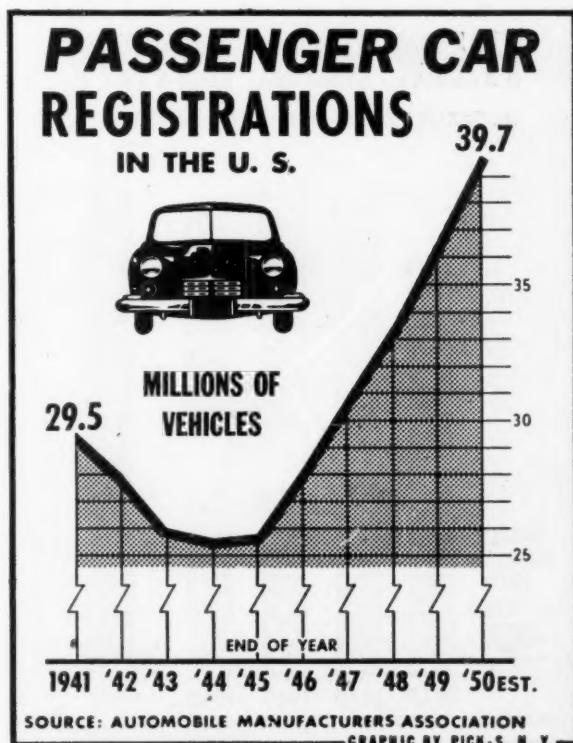
mobilization research. . . . Advertising must aid the mobilization effort directly. It must do whatever the government needs it to do—help fill blood banks, collect scrap, sell government bonds, teach us how to defend ourselves against bomb attacks, recruit nurses, save vital materials—these and a hundred other things. . . . And now it is the time to convince people that corporations are not strange and vaguely sinister things—but that they are people, too, just like everybody else. People working together in groups to do the big jobs everybody wants done but nobody could do for himself."

## DIGNIFYING THE SALESMAN

The H. D. Lee Company, Kansas City, has chosen its 10 best salesmen to become an official advisory board to the company top management. Selection was made by means of a 10-month contest in which all of the company's 140 salesmen participated. The advisory board plan is designed to keep Lee management closely informed of developments on the retail level and also serves to stimulate and train the Lee sales force.

Lee picks its "best" salesmen by their record on 20 items, half of which relate to actual sales records on the various Lee garments, and the other half to various ways of rendering service to Lee dealers. The company reports that the privilege of personally advising the Lee top management is greatly prized by the salesmen.

The Royal Typewriter Company voluntarily rolled back prices on its carbon paper and typewriter ribbons





to levels in effect before December 1, 1950, but in the announcement telegram to branch offices, the company said: "Customers billed at new prices should be credited with difference. *Commissions already earned on new prices will not be charged back.*"

With more and more young men going into the services, and replacements hard to secure, it becomes increasingly important to build morale in the sales force, as Lee and Royal surely have done.

## ADVENTURES IN SHOPPING

Initial reaction to our new continuing feature, "Adventures in Shopping" (December 15 and January 1), has been so favorable that we will not be at all surprised if it goes on to become our most popular regular feature. Already we have received requests for reprints, ranging from two copies to more than 100, and many letters and telephone calls of approbation. Apparently many sales heads are developing plans to make their salesmen do a better job of educating the dealer and his clerks on how to sell their products.

The sales manager of Hotpoint, Inc., says "I get the cold chills when I think of the millions of dollars American business spends on advertising, sales promotion and product exploitation which pre-conditions prospects in favor of our products and, in fact, encourages them to come into our dealers' stores only to have some retail salesman sell them one of our competitors' products instead. . . . They're (dealers and clerks) willing to be trained, for the most part, but this training cannot successfully be accomplished by criticism, by ridicule, by censure; it can only come through good generalship, leadership, sales management."

Commenting on the new feature, Irving A. Kathman, Eversharp's Sales V.P., writes, "I think this new feature is a wonderful one, and confirms our own research over

the past two years. We, too, realize that it is very difficult to obtain consumer demand, and therefore, in the summer of 1949, we embarked on a long-range program for clerk training. This program has been instituted and is working very effectively—but evidently has not worked out as well in Bon Marche as it has in other stores."

And from Robert Simkins, Director of Sales Research, Elgin National Watch Co., "We used this information at a sales meeting here at Elgin December 28 with very gratifying results. . . . SALES MANAGEMENT is the "Bible" here. We use your statistics for setting quotas, determining potentials, developing territories—and also for determining how to best utilize our advertising and sales promotion dollars."

We learned of an adventure in shopping recently which is off the beaten path. In the town of Bellflower, California, a customer at the fountain pen display in a drug store told the clerk, Betty Shannon, that he would like to look at a good fountain pen. She showed him one and said that the price was \$19.75. The customer said, "This is a hold-up."

The clerk replied courteously: "Perhaps it is, but this pen is a fair trade product and sells for the same price everywhere"—and glanced up to smile prettily at the customer, only to find herself looking into a gun barrel.

"I told you this was a hold-up"—and the customer took the pen and \$127.00 from the cash register.

The more normal types of "Adventures in Shopping" will be continued in our February 1 issue and the features will appear in each first-of-the-month issue throughout 1951.

## SIGNIFICANT SHORTS

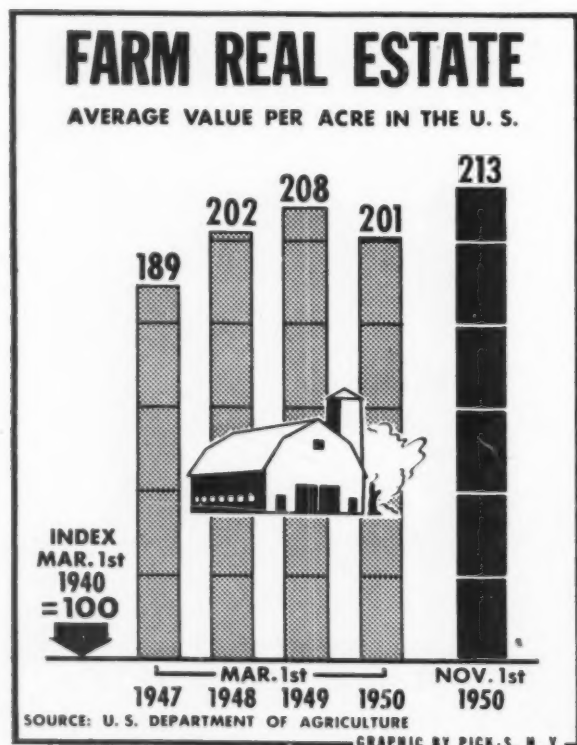
If you have something for sale to government institutions (federal, state, county and municipal) which deals with the mass-feeding or mass-housing of individuals, you should write to Institutions Magazine, 1801 Prairie Avenue, Chicago 16, Illinois, for a copy of their research report, "How to Sell to Government Institutions." It is completely factual, based on strictly up-to-date material and contains a valuable bibliography.

One of the companies mentioned as a "reason" in the January 1 feature article, "227 Reasons For Continued Selling" is the James Lees and Sons Company of Bridgeport, Pennsylvania. This company, now in its 105th year, never did national advertising on a broad scale until five years ago. Each year since then it has expanded its national program and this year is using a total of 70 metropolitan dailies (in addition to magazines) as part of a plan to encourage Lees' dealers to offer local planning and support.

Carl R. Asher, Advertising Manager, says "Our dealers have quickly recognized the powerful impact of this quality advertising. In actual newspaper lineage devoted to Lees carpets for the first nine months of this year, dealer advertising increased 255%. This increased space has been achieved without any resort to cooperative advertising."

**PHILIP SALISBURY**  
Editor

SALES MANAGEMENT



# GRAND UNION SHARES PROFITS WITH MANAGERS

PRICES LOWER ... SALES HIGHER ... MORE PROFITS TO SHARE

"My profit sharing bonus helps me to provide things for my family which are not in our regular budget and to save money for the future."



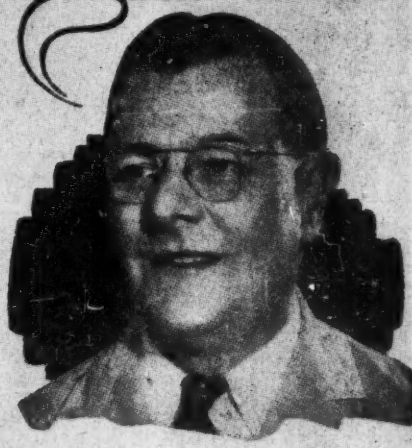
Joseph R. Phillips, Meat Manager  
Grand Union, Vestal, N. Y.

"Grand Union's profit sharing bonus provides a wonderful incentive to serve people well and it has enabled me to remodel my home and to buy U. S. Savings Bonds."



Robert McNamers, Grocery Manager  
Grand Union, Waverly, N. Y.

"Grand Union's profit sharing bonus has enabled me to enjoy new hunting and fishing equipment and a new car—besides that, I buy U. S. Savings Bonds regularly."



Charles S. Lewis, Grocery Manager  
Grand Union, Binghamton, N. Y.

Newspaper ads talk about the folks who work at Grand Union

## People-Building Pays for Grand Union

BY LAWRENCE M. HUGHES

"Every man an enterpriser" program—backed by broader customer choice in bigger and more efficient stores; more departments, more advertised brands, and lower prices—sends sales volume soaring for 82 consecutive months. National brands now account for 93% of store volume.

"We spend \$100,000 or more just on fixtures for a new store," Lansing Shield says. "But the whole thing rests on the people who run it."

The kind of people who work with and run Grand Union Co. may be suggested by the fact that its sales, for 82 months, have grown larger than in the parallel month of the year before.

For the fiscal year to end in late February, G.U.'s slogan is "160 in

'50." The \$160 million objective—which probably will be realized—would be 16% more than the \$135 million volume of 1949, and almost double the \$83.4 million of 1947 when, after 23 years with Grand Union, Lansing P. Shield moved up to president.

In these four years, net income climbed from \$1.5 to \$2.2 million. Ratio of current assets to current liabilities went from 2.47 to 2.66 to

one. Total assets rose from \$13.6 to \$22.9 million, and earned surplus doubled from \$3.6 to \$7.5 million.

Still, Shield couldn't please everyone concerned with G. U.

One stockholder wrote recently, from Florida, to complain that Grand Union was earning only 1.6% on sales. Didn't this mean that profit-sharing and other new-fangled welfare and development programs for the 5,700 employees were robbing the 2,000 stockholders?

Shield replied that he thought the 1.6% rate was fair enough. It might, in fact go even lower. (A&P, with whom G.U. and a lot of other grocers must compete, takes only 1.1% on nearly \$3 billion.) The important thing was that Grand Union was being strengthened by better people and better facilities.

The stockholder saw the light—



President Shield and his brain child, the Food-O-Mat . . .



V-P Davenport: Route division chief . . .

and said he was going to buy more Grand Union stock.

In a recent award for "outstanding salesmanship and public service," Sales Executives Club of New York cited Lanse Shield for "aggressive, hard-hitting, farsighted policies . . . which have made Grand Union a leader in unique and different sales promotions, in new-type super market operations, and in progressive personnel benefits."

Shield accepted it on behalf of *all* the workers in G.U.

But as chief planner, co-ordinator and spark plug, this 53-year-old butter-and-egg-man—a minister's son Rutgers alumnus, World War I flier, ex-tennis champion, inventor and hard-plugging perfectionist—may rate some special credit.

He believes that a business can be no bigger nor better than its people: Growth springs from nourishment in the form of stimulation and morale. It springs from training for advancement, and from recognition and reward. It springs from teamplay in setting objectives and from cooperation to achieve them.

Growth is rooted in the individual's "security" and "welfare," and especially in the individual's development.

In talks before business and civic groups, Shield takes such texts as "Initiative, Incorporated" and "Every Man an Enterpriser."

To my question, "Why are Grand Union sales moving ahead?" he gave six reasons, but emphasized as No. 1:

"We're trying to develop stronger people."

Others:

"2. We've contracted our radius of operation to provide greater flexibility and control.

"3. Within our stores—most of which are now super markets—we're expanding lines—to offer our one million customers, more than ever, one-stop shopping.

"4. By carrying more advertised brands and items, we're giving customers wider variety and choice.

"5. Our prices are low. When commodity prices are lowered we reduce promptly.

"6. We try to be alert."

### \$16 Million on Wheels

The radius of operation still seems plenty wide. In the embattled food business today, Grand Union is fighting on three fronts.

Nine-tenths of the volume comes from some 300 chain stores—of which about 200 are now super markets—in New York, New Jersey, Pennsylvania, Connecticut, Massachusetts and Vermont.

About 10% or \$16 million a year is done by "chain stores on wheels" in 36 states from Portland, Maine, to Salt Lake City and Fort Worth. In industrial cities and in small towns and on farms, 850 route salesmen sell groceries house-to-house.

A thriving new wholly-owned subsidiary is Food-O-Mat Corp., New York. Invented by Shield, Food-O-Mat is a sloping-track device to replenish floor stocks from behind the scenes. Used for cans, bottles, boxes and bags, it saves an estimated 30% of store floor area. Introduced in

1946, it has been installed by 100 companies in more than 300 stores—including 81 of G.U.

The store and route businesses are 79-year-old twins.

In 1872 Cyrus D. Jones couldn't wait for his Scranton, Pa., neighbors to visit his new grocery store. With baskets of coffee and tea he called on them. A year later two brothers joined him in forming Jones Bros. Tea Co. In 1876 they pioneered customer profit-sharing with accumulated credits for premiums.

Started as a subsidiary, Grand Union Tea Co. ultimately replaced its parent. By 1912 it had 200 stores and 500 route salesmen. In 1923 it added meat departments. Then the route and store divisions were separated.

In 1928 Cy Jones' descendants retired. The public bought their stock. J. Spencer Weed became president and Shield vice-president.

Chronologically next to A&P, which was founded in 1859, G.U. still does only \$1 for every \$19 of the Hartfords' chain. But within its store area, it beards the lion in a lot of lairs. I visited several G.U. and adjoining A&P stores on Long Island. And G.U.'s new Levittown store, for example—with Food-O-Mats, clean, broad aisles covered with linoleum, pale blue walls and fluorescent lighting—did not suffer, by contrast, in appearance.

Nor in volume. . . .

Nor morale.

The Grand Union men and women give me the feeling that they are going places. In fact, of the total





V-P Davern: Heads buying & selling . . .



V-P Milburn: He's moving a lot more national brands . . .

5,700, 1,600 were advanced to better jobs last year. On this average, a Grand Unionite could expect promotion every three and one-half years.

Shield practices promotions-from-within. Since 1946 such G.U. veterans as Hugh J. Davern, John K. Davenport, and Garland Milburn have been made vice-presidents.

In 1947 Weed continued with the company as chairman of the board. Only three of the nine directors—Weed, Shield and George C. May, vice-president — were “working” Grand Unionites.

### Veterans Move Up

The next year, when Weed retired, he and four others were replaced on the board by Davern, Davenport, Thomas C. Butler, treasurer, and two “outsiders.”

Today, the 10 directors are essentially the same as then. Among the six “outsiders” are two bankers, a broker, an investor, E. Clark Mauchly, retired vice-president of F. W. Woolworth Co., and John E. Riasch, president of John Wanamaker.

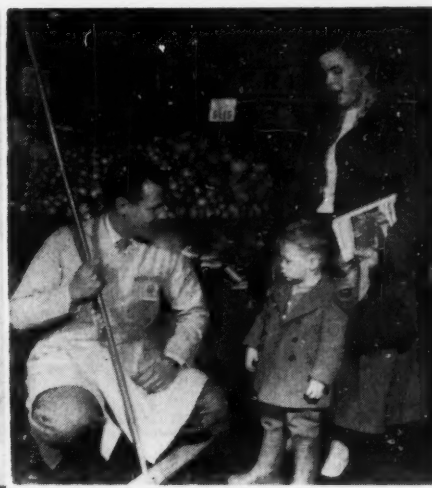
Under Shield, Milburn handles store operations—including real estate, maintenance, equipment and store supervisors. In charge of store merchandising, Davern directs buying, warehousing, traffic, trucking, selling and advertising. Davenport is in charge of the entire Route Division.

Also reporting to Shield are Butler,

(Continued on page 98)



Secretary Mosley (personnel) . . .



Wife catches trainee on bottom rung . . .



Treasurer Butler has seen the gross cash intake almost double in four years.



**YOU MIGHT CALL THEM** the Horatio Algers of the corrugated box business. . . . For Norman (center), Jerome, (l.), and Marvin Stone (r.) are celebrating the 25th anniversary of their Stone Container Corporation which Marv and Norm, and their dad, founded with \$2,000 capital and only 2,000 square feet of floor space. Today annual sales approximate \$17 million. When the Stones started building boxes they were merely jobbers. They've long passed those days: Now they make every imaginable type of box. They brag that they can package anything from delicate desk clocks to heavy office files. . . . Norman is the president, Marvin the technically-minded one. Jerry the younger, is a sales dynamo. By working as a close-knit team and merging their separate talents they've built Stone into one of the nation's largest corrugated box manufacturers and a pioneer in many fields. Stone has two box plants in Philadelphia and Mansfield, O., owns two paper mills. A typical Stone specialty: color-printing of boxes for advertising and product identity. They've done it the hard way. They love to talk about the early, hard days. In one of their first locations, over a laundry, the heat was so intense they worked stripped to their underpants!

## They're in the News

BY HARRY WOODWARD

**JUGGLER . . .** W. R. (for Rowell) Chase, Procter & Gamble's new advertising manager, is known as a guy who can keep a dozen balls in the air at once. He's *had* to perfect his juggling technique: Most of his career has been with P & G's Brand Promotion Division. And he was directly concerned with the introductory campaigns for Dreft, Spic and Span, Tide, Joy and Cheer! Since before the war he's been Brand Promotion manager, and except for a short span as a salesman for the company—he'd just come to them—he's been in Advertising or Brand Promotions. . . . Chase is a rapid-talking, forceful executive who makes lightning quick (and smart) decisions. He's a glutton for work and, as one of his associates said, "He'll never lose sight of *any* of the balls." A Harvard man—the College in '26 and Graduate School of Business in '28—he's married, has two children; fishes and gardens for fun.



SALES MANAGEMENT

**TOO GOOD FOR THE JOB . . .** so they fired him. But today Ralph J. Cordiner, who's succeeded G-E's Charles E. Wilson—who resigned to become chief of the new Defense Mobilization Board—heads one of America's great industrial empires. The man who fired him was a real friend: He saw in the easy-going young Cordiner the raw material of which industrial geniuses are made. And as Mr. C says, if he hadn't been given the boot—not because he wasn't good enough but because he was *too* good for the job—he might still be a utility appliance salesman for Pacific Light & Power Co. G-E had heard about Ralph Cordiner. He was still going to Whitman College but he was managing to out-sell all of Pacific's other salesmen, even on a part-time basis. Ralph's boss said, "get going. If you don't take this G-E job, I'll fire you . . ." Ralph Cordiner is a modest man. He was a farmer's son and he still insists that his success in that first job was due to his understanding of his farmer-prospects. Since he came to them he's managed five of the company's departments, has been executive v-p since '49. But he's climbed his ladder slowly and steadily and missed few of the rungs en route. And it all began because a wise man fired him.



**BACK IN '32 . . .** when a woman driver was still more or less a *rara avis*, a pretty, smart-as-paint gal made history as co-founder of what today is one of the big aviation names: Beech Aircraft Corporation. Now, with the beginning of 1951, Beech has announced that the gal, O. A. Beech (Mrs. Walter) henceforth will be designated president and chief executive. . . . Down the years, since Olive Ann Beech and her husband began the company, she's been the modest, retiring half of an outstanding husband-and-wife team of business builders. Walter Beech was always the engineering, design and production genius. Olive Beech devoted herself to the finances and management end. Her first job in the industry was as a secretary-bookkeeper, and later office manager and secretary to the president of Travel Air Manufacturing Co., an enterprise which she helped her husband build to national prominence. In '30 they merged the firm with Curtiss-Wright. But the Beeches had a dream—their own manufacturing corporation—and in 1932 Beech Aircraft was born. . . . For all those 13 years Olive has been secretary-treasurer. Despite the demands of her work she's been a successful wife and Mother, too. Her hobbies are her two girls, Suzanne and Mary Lynn.



# How to Buy Advertising for 47 Cents on the Dollar

BY PHILIP SALISBURY • Editor, Sales Management

There's no "trick" to it. The spread represents the difference between having the branch manager and his field men feel really enthusiastic instead of "blah" about copy and media. An SM survey reveals several clues on how to get the advertising campaign merchandised more effectively.

A survey made by SM in late summer and early fall, 1950, among 194 branch and district managers of companies spending upwards of \$100,000 for consumer advertising (most of them far more than that) reveals the extraordinary value placed by these men on campaigns about which they, their salesmen, the wholesale and retail trade, are really enthusiastic and can use effectively as a merchandising tool.

Seventy-five percent of the respondents who answered the question

reproduced in the adjoining box under the heading "The Dollar Value—etc." say that \$30 or more of each \$100 spent for consumer advertising will come back immediately through bigger orders and more point-of-sale push if there is real enthusiasm for (and of course understanding of) the advertising campaign.

Nearly 60% of those who have an opinion say that *half or more* of the consumer dollars will flow back at once as a result of this enthusiasm.\*

It works out about like this: If you assume that the advertising for which you pay \$1.00 for its effect upon the consumer is really worth that much, then you haven't been short-changed if the net cost is a full dollar.

But suppose you get the full \$1.00 effect on the consumer, but pay only 47 cents—then you really have a *bargain*.

That 47-cent price is roughly what many astute advertisers are paying—the ones who get fully effective merchandising push in the field—while those who haven't mastered the art of persuading and educating the field men to use advertising properly are paying up to a full dollar.

But it can't be done by merely getting out a massive portfolio with a lot of box-car statistics on the millions of "consumer impressions" you are buying. And it takes more than pep talks.

## Seek Their Advice

To buy advertising at 47 cents on the dollar you have to make the field men feel that essentially they are members of the advertising committee. If they have something to say about their advertising needs, if their advice is sought on the proper advertising approach, if the circulations are broken down into the trading areas of their customers—then, only then, do you get the full cooperation you want.

The branch and district managers who were asked to cooperate in a study of advertising-as-used-in-the-field were picked from SALES MANAGEMENT's subscription lists, and represent companies in the field of consumer goods or services. The response was approximately 40% to a 10-question study. See closing paragraphs for list of typical companies.

There seems to be a distinct rela-

\*The percentages in the box are based on returns from all respondents, of whom 30% did not attempt an answer to this particularly tough question. Of those who did answer the question, 75% said "\$30 or more," and 60% said "\$50 or more."

## The Dollar Value of Having Salesmen Enthusiastic About the Company's Advertising

(The following is a statement-question put to branch managers, and their answers.)

It is obvious that the full value of advertising cannot be measured by the effect on consumers alone . . . If your salesmen and retailers are really enthusiastic about a campaign, there will be bigger orders and more point-of-sale push than if they feel "blah."

### How valuable is this enthusiasm?

Put it this way: For every 100 dollars spent for consumer advertising, how many can the company reasonably expect to get back indirectly if your salesmen and their dealers are really enthusiastic?

5 dollars back	say	3%
10 dollars back	say	5%
20 dollars back	say	9%
30 dollars back	say	11%
50 dollars or more back	say	42%
Don't know	say	30%

tionship between a high regard for the additional returns that can come from real enthusiasm for the advertising and the practices that are discussed in the questions reproduced in Table 2.

### What Creates Enthusiasm?

We made a special tabulation of those respondents who said that marked enthusiasm was worth 50% or more of the consumer advertising expenditure—against the 5 questions in Table 2, and found:

1. More of these men are supplied with statements of the advertising dollars allocated to the territory under their jurisdiction than is true of respondents as a whole—which indicates that this practice may give the branch manager a greater sense of responsibility about the advertising. Knowing specifically how much is charged to him, he may make that extra effort to see to it that a good merchandising job is done.

2. More of these (the most enthusiastic about the merchandising responsibilities) receive a breakdown of each important medium by states, counties and cities than is true of the group as a whole.

In that connection, the November 15 issue of "Grey Matter," the valuable house organ of the Grey Advertising Agency, Inc., reports on an avalanche of letters received recently from salesmen of companies that advertise nationally. A typical field man's gripe is: "You talk—talk—talk 'national' advertising. . . . We talk—talk—talk advertising in the trading area of each customer. Help us to pin-point our presentation; bring it down to each trading area and, if possible, to each dealer."

3. More of these enthusiastic branch managers are asked for advice prior to the buttoning-up of the campaign, about advertising needs in the territory and the mediums they desire. Many of them no doubt feel that the campaign is to a large extent their campaign.

One of the oldest—and one of the soundest—strategies in selling is to ask the prospect for advice. In this case the branch manager and his men are the prospects. It seems to pay off in increased enthusiasm—in larger orders and more point-of-sale push.

4. On the question of procedure at conventions where advertising plans are described or discussed, there is little difference between the replies of the "most enthusiastic" and the group as a whole, on whether they are merely "told" the where and how-much of advertising, or have an

opportunity at such a meeting to suggest additions or deletions. On this question there is an almost even division.

5. But when asked whether at any such convention or at other times (The italics are ours and did not appear on the questionnaire.) they were able to secure changes which in their opinion would be beneficial to the territory, the average believer that salesmen and dealer enthusiasm can bring back at least half of the advertising expenditure had many more examples to cite than the branch managers as a whole.

The facts seem to prove this statement to be true:

Full utilization of the company's advertising as a merchandising tool can be achieved only if the field selling force feels it is a partner in the planning, and if the national figures are broken down by territories.

### How to Sell the Campaign

As shown in Table 3, nearly 7 out of 10 companies leave it up to the branch manager to explain and "sell" the new advertising campaign to the sales force, and only 24% send someone out from the home office.

This may be sound economy, but in view of the great importance which most companies place on the merchandising values of their campaigns, it is rather surprising that so few bother to have some one such as the chief sales executive, advertising manager or sales promotion manager (accompanied possibly by a representative of the advertising agency) go out into the field and explain the new campaign at a branch sales convention.

The branch manager may be perfectly capable of presenting the facts about the campaign to his men—provided, of course, that he has all the facts. But even if he does have all the necessary facts (an assumption that is hard to grant if the contact between home office and branch is by mail only) he cannot supply that added importance that comes from a home office visit. If the house considers the new campaign so important that it sends a home office executive out to explain it, the salesmen are bound to be impressed—and they are not going to do a bang-up merchandising job unless they are soundly impressed.

Quoting again from the November 15 issue of "Grey Matter," a typical salesman's complaint is: "Why is it

TABLE 2

### Planning Advertising Through the Field Force

(A survey among branch and district managers of national advertisers)

Does your company supply you with a statement of the advertising dollars allocated to the territory under your jurisdiction?

Yes 43%  
No 56%  
Other 1%

Are you given a breakdown of the circulation of each important medium by states, counties and cities?

Yes 54%  
No 46%

Prior to the official announcement of the company's advertising plans for a period ahead (such as a quarter, season, or full year) is your advice sought by the home office on your advertising needs and on the mediums you desire?

Yes 49%  
No 40%  
Other 1%

At conventions where advertising plans are described or discussed: Are you merely "told" the where and how-much of advertising or, do you have an opportunity to suggest additions or deletions?

"Told" 48%  
Given Opportunity 52%

At any such convention or at other times have you been able to secure changes which in your opinion would be beneficial to your territory?

Yes 63%  
No 36%  
Other 1%

**TABLE 3**  
**Field Merchandising**  
**of the Advertising**

(A survey among branch and district managers of national advertisers)

Which general type of advertising seems most beneficial in your territory,

(a) the "national," such as magazines or network radio?

(b) the "local," such as newspapers or spot radio?

National	49%
Local	32%
Both	12%
Other	7%

In your opinion are both types needed?

Yes	74%
No	21%
Other	5%

Does anyone from your home office regularly visit your salesmen to explain and "sell" the advertising campaign, or is that left to you?

Regular visits from home office	24%
Generally left to me	69%
Other	7%

So far in 1950 have any representatives of "national" mediums called on you to discuss advertising?

Yes	26%
No	72%
Other	2%

The same question applied to newspapers:

Yes	37%
No	52%
Other	11%

To local or regional radio:

Yes	36%
No	56%
Other	8%

that we never see you, Mr. Advertising Manager? Don't you like our company? And Mr. Advertising Agency Man—the same to you!"

Reasons why some campaigns do not get satisfactory use and support of the field men were brought out by a number of salesmen who wrote to Grey. They said, in substance, why don't those of you who cook up advertising presentations for us, do the following:

(A) Make a few calls with us in order to see the conditions under which we have to sell.

(B) Get *our* ideas on the presentations—after all, *we* have to put them over.

(C) Take a dummy of the presentations and actually try it on the dog first. Then, possibly, you won't make it so damn big and bulky—you'll cut down the number of words—it won't be so dreadfully statistical.

According to the branch managers, the home office indulges in wishful thinking if it believes that the salesmen are always enthusiastic about the company's advertising program.

They say that nearly 40% of their men either have to be *pushed* to use the advertising effectively, or go so far as to believe that the money now used in advertising could be spent to greater advantage by increasing salesmen's salaries.

### Responsibility of Media Seller

Since the importance of merchandising the advertising must be obvious to the leading sellers of space and time, it is surprising that so few of them bother to see the branch manager in order to get his understanding and support.

As shown in Table 3, only 26% of the typical branch and district managers of large national advertisers were visited during the first 9 months of 1950 by any representative of a magazine or network, only 36% by a representative of local or regional radio, only 37% by a newspaper man to discuss advertising.

This neglect of the man who is the field executive of the merchandising—as the man in closest touch with the salesmen—is quite likely reflected in the answers to a question which is not reproduced in Table 2, but which is a corollary to the question involving "changes which in your opinion would be beneficial to your territory."

We asked for examples of "a medium (s) which you added, and one or more which you removed from the list," and a great majority of respondents cited cases.

In studying the replies it is appar-

ent that frequently the planners in the home office may have made a sound, logical choice of a medium—but they failed to explain it so that it made sense to the branch manager and his men—and no representative of the medium bothered to tell the branch manager why the medium could do a "man's job" in the territory. So the branch manager said, "I don't want it. It's no good for the problems I have in this territory. Give me this other instead."

Granted that branch managers may be spread all over the country, and consequently difficult and expensive for national mediums to reach by personal visit, they are reachable by mail or promotional advertising at relatively low cost, and so it would seem to be prudent business management by the publisher of a medium lucky enough to get on a list, to find a way to see that each branch manager of that company has an explanation of *why* it's a good medium—the quality and quantity of its readers in the branch manager's territory, the editorial function it performs, the regard in which it is held by important stores, and other pertinent information. For, as nearly everyone will agree,

**Unless the sales department is enthusiastic about a campaign or a medium, the chances for a renewal contract are slim.**

### Company Affiliations of Typical Respondents

Armour & Co.; Beech-Nut Packing Co.; Bendix Home Appliances, Inc.; The Borden Co.; Canada Dry Ginger Ale, Inc.; Cluett, Peabody & Co., Inc.; Columbia Records, Inc.; Devoe & Reynolds Co., Inc.; Henry Disston & Sons, Inc.; E. I. du Pont de Nemours & Co., Inc.; The Firestone Tire & Rubber Co.; Frankfort Distilleries Corp.; Frigidaire Division, General Motors Corp.; General Electric Co.; Hood Rubber Co., Division of The B. F. Goodrich Co.; The Hoover Co.; Hotpoint, Inc.

Also Johns-Manville Corp.; Johnson & Johnson; Kellogg Sales Co.; James Lees & Sons Co.; Libby McNeill & Libby; Thomas J. Lipton, Inc.; McKesson & Robbins, Inc.; National Carbon Division, Union Carbide & Carbon Corp.; Nehi Corp.; Park & Tilford; Pet Milk Sales Corp.; The Pure Oil Co.; RCA Victor Division; Radio Corporation of America; Ralston Purina Co.; Schering Corp.; Joseph Schlitz Brewing Co.; Scott Paper Co.

And Seagram-Distillers Corp.; The Sherwin-Williams Co.; The Silex Co.; Skelly Oil Company; Sloane-Blaben Corp.; Socony-Vacuum Oil Co., Inc.; E. R. Squibb & Sons; Standard Brands, Inc.; Sun Oil Co.; Swank, Inc.; Taylor Wine Co.; Thor Corp.; Underwood Corp.; United Biscuit Company of America; U.S. Gypsum Co.; Hiram Walker, Inc.; The Welch Grape Juice Co.



# Dear Editor

## "Oilier Oil"

EDITOR, SALES MANAGEMENT

In your December 15 issue under the caption "Ad Statements That Annoy," you refer to Savarin's claim that Savarin is the "coffier coffee" and to our claim that Amalie is the "oilier motor oil," and then you go on to say that these statements seem "downright silly."

We can sympathize with your attitude. It was quite similar to ours when we first heard of "wetter water." How could water, which is already very wet, be wetter? The idea seemed preposterous. However, it has been adequately proved on a scientific basis that water can be made wetter in certain ways. If you care to go into this matter further, you can read the article in READERS' DIGEST of March, 1947, entitled "Wetter Water for Fire-Fighters."

The fact of the matter is that the oiliness or lack of oiliness of motor oil has been the subject of a study going back 25 or 30 years, and there are many patents covering methods of improving the oiliness of motor oil. Millions of dollars are spent each year by the oil companies to improve the oiliness of their lubricating oil, either by the addition of chemicals or by changes in the processing, or by the selection and segregation of appropriate crude oils.

While oiliness is not a precise quality, it is fairly well defined and can be measured by one of a variety of instruments, so that when we claim that Amalie is the oilier motor oil, it is based upon scientific measurements which can be substantiated.

It so happens that we gain this additional oiliness in Amalie not by additives but rather by the proper selection of crudes and then careful attention to the temperatures to which the oil is subjected in our refinery processing. The final result is just as much an oilier motor oil as if we had added any one of a dozen chemicals which are available on the market for improving oiliness.

If there is any more information we can supply you on the subject of oiliness of motor oils, please let us know.

WILLIAM E. HOYER  
Advertising Manager  
Amalie Division,  
L. Sonneborn Sons, Inc.  
New York City

## Newspaper "Rep" Has His Say

EDITOR, SALES MANAGEMENT

I was very much interested in your story captioned: "How We Live on 69 Hours a Day." While Mr. Salisbury commented that to a large degree you

were only kidding, for my money I agree with your story 100%.

When a magazine can blow up about 5,500,000 net paid circulation to 63,000,000 readers in 13 issues—then, Brother, Research has reached the ridiculous stage.

Now we have a radio chain making the wild statements that "week after week more people listen to radios than regularly read all the newspapers, or all the magazines in print, and nowhere can an advertiser command such an audience for his message."

Now, the sad part of these exaggerated promotional claims is that radio is a darn good advertising medium without making statements that are so wild they couldn't actually be proven.

To the best of my knowledge what radio bases these claims on is sort of a mechanical gadget by which they estimate the people that listen each day, and I think they actually count John Smith 5 times if he listens every day from Monday to Friday.

Surely it is high time that some responsible elements in the advertising industry started to call a halt to this nonsense, and that's why I think your article so timely.

HERBERT W. MOLONEY, President  
Moloney, Regan & Schmitt, Inc.  
New York City

## Nudge from Nielson Started it All

EDITOR, SALES MANAGEMENT

I appreciate your thoughtfulness in sending me a copy of your article, "How We Live on 69 Hours a Day." I enjoyed it a lot!

I'm not sure whether I want to accept the "credit" which you offer to me for "getting you into this." Let's wait and see whether the article doubles the circulation of SALES MANAGEMENT or cuts it in half. If it does the former, I'll be glad to take the credit, but if it works out the other way, I'll put my researchers to work in an effort to find someone else to take the blame!

A. C. NIELSEN, President  
A. C. Nielsen Co.  
Chicago

(This is a sampling of the response to the article by Lawrence M. Hughes, SM's Special Feature Editor, "How We Live on 69 Hours a Day," published Dec. 15, 1950, page 88.)

## More About Clothes

EDITOR, SALES MANAGEMENT:

Apropos of the information reprinted from "White's Men's Wear Retail Mar-

ket Guide" in your November 20th issue, I believe it would be well to point out that the importance of the individual markets listed on page 84 varies considerably in many instances between clothing and furnishings.

The ranking given on page 84 is for clothing and furnishings combined and is therefore an average of the two. For the U.S. as a whole, the Men's Wear business divides 51% furnishings and 49% clothing. Very few individual markets, however, are found in this proportion. They range from markets with a 65%-35% split of furnishings and clothing to the opposite type where the split is 40%-60%, with clothing on the heavy end.

For any but the crudest purposes, we believe the separate rankings and values are essential for manufacturers, who are usually concerned with either clothing or furnishings, rather than both together.

Your readers may also be interested in knowing that the Guide is the first and only published source for figures on a commodity basis which totals the contributions of all types of stores selling this kind of merchandise into consistent and comparable figures for every market. Information is ordinarily on a store type basis. The first 36 markets for men's clothing for instance account for 59.4% of this business but only 45% of Total Retail Sales. The proportion done by department stores and specialty stores varies greatly from market to market, too, so the only consistent yardstick in these soft lines is the type of commodity figure provided in the Guide.

Other factors are also important. Climate plays a big part in market importance. All markets in the Guide are classified into summer and winter climate zones. The 717 sub-centers around each of the 151 key market areas are listed and classified as apparel shopping centers on the basis of their independent stores. This is what the seller needs to know as far as routing an area for coverage is concerned. In all, the Guide contains over 10,000 market facts and 294 loose-leaf pages.

In addition to the comprehensive data on each market, there is an extensive section, specially prepared for the industry, How to Put the Guide to Work in Your Business Section.

JOSEPH H. WHITE,  
Joseph White and Associates,  
Chicago

## Crescent City

EDITOR, SALES MANAGEMENT:

I am writing to tell you how much we all appreciated the very splendid article in SALES MANAGEMENT by A. G. Mezerik on "The New Look in New Orleans." It . . . really captured the story behind the very significant rise of New Orleans in importance as a port and economic center in recent years. The article has been widely commented upon here by our business leaders in the various international development activities. . . .

VAUGHN M. BRYANT  
International House  
International Trade Mart  
New Orleans, La.



The amazing results obtained by the promotional campaign of the National Paint, Varnish and Lacquer Association provide a meaty answer to that long-standing question...

## Must Trade Association Ad Campaigns Always Be Wishy-Washy?

If in your reading of *The Saturday Evening Post*, say, or the *Pathfinder* this year you were struck by dramatic stories on color and finish—

If you got about the country enough to note that department stores, hundreds of them, tied these sorts of appliances and furniture—

If you found magazines like *Product Engineering* and *Factory Management & Maintenance* making surveys of who buys what in industrial finishes and what they require—

If you heard a lot about color on your radio, saw references to color and finish in advertisements of all sorts of appliances and furniture—

If window displays bursting with color struck you from hardware and paint shops and retailers of home furnishings—

If your wife came home from the last women's club meeting and turned the house upside down, muttering about harmonies in chartreuse and raspberry and there was a strong smell of paint—

If the youngsters burst in from

school and started investigating the finish and color on the family car or TV set—

And if the design men in your business began reminding you that a big selling point was the enduring finish and the new range of color—

None of this was accident: it was an industry advertising and sales promotion program hitting hard from a hundred directions at once... and no doubt it's sold you before this and no doubt you are wondering why you never realized before how important color is.

It is only two years since the National Paint, Varnish and Lacquer Association, Inc., Washington, D.C., set aside a mere half million dollars a year for a trial 36 months drive on its members' products. The results have been so gratifying that, a year ahead of schedule, the program has been authorized by the membership for another three-year period.

As it is put by Joseph F. Battley, president of the association: "We have tried, and apparently are being

successful in, a new approach to advertising and merchandising by co-ordinating all facets of our promotion into one component effort to reach all the buyers of all of the products of our industry." He adds that only an industry could make the bold bid for cooperation from every sort of medium, institution and group and win it in such good measure. It could not be given to an individual advertiser.

The industry realized as far back as 1939 that it had resources of salesmanship and publicity that it had not begun to draw on. In that year at a convention in San Francisco the assembled members resolved to launch a co-operative promotion. The war with its dislocations of markets stopped it at the start. Revised and enlarged, it finally got under way in January, 1949, with a three-year budget of \$1,500,000 voted by the membership of 1,254, representing about 94% of the industry's volume.

The first year's program was fairly orthodox, consisting of institutional



## If we were in your Shoes

There's a very simple policy behind the telephone business.

We try to run it for you as we would like you to run it for us if we were in your shoes.

We'd like you to give us good, courteous telephone service at a fair price. We'd like you to keep improving it and giving us more of it.

We'd like you to run the business so that it would be a good place for people to work and a good place for people to invest their

money. We'd like it to be a progressive and successful business.

There would be something else.

We would like you to run the business so that it would be a good and helpful citizen in everything that concerns the community and the nation, especially in these times of national defense.

That's the way we'd like you to do it for us. And that's the way we're constantly trying to do it for you.

The best and the most telephone service in the world at the lowest possible cost... **Bell Telephone System**





advertising in *The Saturday Evening Post*, *Better Homes and Gardens*, *Country Gentleman*, and *Time*. The space was full pages in color. Midway in 1949 the industry began to realize (1) that it needed "more sales approach," as Battley put it; and (2) that the two phases of the industry (trade sales, and industrial finishes) required separate promotional treatment.

### Trade Papers Added

Trade sales products include mainly paints and accessories for property maintenance and decoration. Industrial finishes cover a wide range of finishes applied by manufacturers to their products. In the fall of 1949 industrial trade publications were added to the schedule with pages in black and white addressed to design engineers and production men in factories. By 1950 this program was broadened to the point where 21 magazines were being used. This included: five dealer trade papers, two maintenance magazines, four national consumer magazines, two industrial finish consumer publications, (*Time*, *Newsweek*) and eight industrial finish trade magazines. For 1951 the advertising schedule grows to 26 publications with the addition of two more trade magazines reaching the industrial finish field and two more going to property maintenance buyers. Actually, it amounts to five separate campaigns.

By 1950, instead of relying on this institutional advertising in the various fields and at the several levels to do their job for them, they began using that advertising as a point of departure for an aggressive promotion and campaign of sales stimulation reaching through a multitude of publicity channels, radio, clubs, schools, industrial users, out to dealers and ultimate points of purchase.

Directly in support of the advertising is a weekly news service. Full scale articles, news stories and fillers are sent regularly to 597 daily newspapers. This has recently been augmented by 2,000 weekly newspapers.

Supplementing the service is a semi-monthly radio feeder. Scripts to run 15 minutes are supplied each fortnight to 290 stations. Stations also receive booklets published by the association on decoration ideas, the role of color in brightening daily living, how to fix furniture or floors with paint—booklets which the radio stations in turn may offer listeners as give-aways, or which the station's advertisers (dealers, local retail paint groups, painting and decorating contractors) may use in the same way.

Editors and writers have discovered that all manner of aids and stores of information are to be had for the asking at the association's headquarters in Washington. It maintains a library on paints, color, in fact everything remotely connected with the industry's products and their uses, dating back to the time of the Egyptians. Editors and writers also have discovered the advantages of accepting the aid of the association on technical data incorporated in their articles and on checking with its authorities for accuracy.

Articles such as these are put to full promotion use by the industry. For example, twice during the past year, *Pathfinder* magazine used eight-page stories on color. Both of these were merchandised through 180 department stores over the United States, with the magazine's co-operation.

### Dept. Stores Participate

A color promotion by *The Saturday Evening Post* was merchandised by them through 320 department stores. Next spring will see an even more extensive promotion along the same lines when, working through home planning centers, *Better Homes and Gardens* will merchandise a color and paint tie-up promotion through 500 department stores, the association supplying point-of-purchase display material.

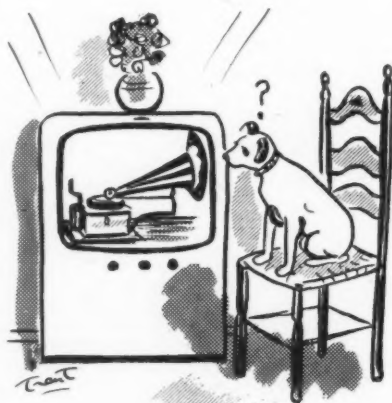
In the United States there are, roughly, 1,800 women's clubs. There are also a great many junior organizations such as 4-H clubs whose members are interested in better living. The association started to work with these, and also with schools during 1950 and in its 1951 program will continue and expand the effort

which includes supplying industry booklets on decoration, a color harmony chart, (large scale for study), information on how to make rooms look higher, cozier, larger, smaller, or gain desired effects, and quizzes on harmonizing draperies, rugs, walls, floors and furnishings. It will help groups or teachers to set up a single program or an entire course of study on these and related subjects, supplying textual matter—free of advertising. Among women's clubs alone the industry expects to have reached by the end of 1951 the memberships of not less than 1,600.

### Ultimately, Sales

All this build-up of desire and demand must be channelled into sales if the association's members are to receive full benefit. "We are an industry association," says Battley, "but we realize the great importance of the dealer and the painting contractor as being the intermediate contact between the paint and finish manufacturer and the consumer in the trade sales phase of our program." In addition to the merchandising tie-ups mentioned with department stores, the association has developed as thorough-going a set of special helps for contractors and dealers as any organized industry has devised. These dealer helps were started in 1950. For 1951 they have been planned to give the retailer a co-ordinated selling-advertising-display and community program extending from January through the following December. It includes 12 complete window displays—the idea, the materials, the selling theme, the tie-up with the month's national advertising. Each month's set-up goes to the dealer in one comprehensive package and he knows well in advance what to expect for the entire 12 months. The monthly package brings a three-dimensional window center piece display, canopy top displays, streamers, posters, banners, a diagram of what to put into the window with the featured paints, including accessories, whether or not these are put out by industry members. The dealer and the contractor are encouraged and shown how to go after related sales for the health of his own business. Special novelty displays for the inside of the store also go along. Besides the 12 windows, there are two special windows: one, a clean-up, paint-up, fix-up seasonal promotion; the other a birthday sale which the dealer can make entirely his own.

At the community level, dealers can tie in with clean-up drives in



now  
is  
the  
time  
to  
**stop advertising . . .**  
if...

**... IF a sales executive finds demand exceeding his ability to deliver  
—and IF he uses advertising only to increase demand.**

BUT many sales executives have learned that advertising can be used for many important parts of the customer relations job *other than getting orders.*

They view advertising as a high-speed, low-cost means of communicating *anything* they want to get across to customers and prospects. These sales executives know that, regardless of "conditions," they *never* have enough salesmen (or the salesmen never have enough time) to get *all* that they want told, to *all* of the people they want to know it, as *often* as they want to get it to them.

**You may need advertising now more than under "normal" conditions**

If current and impending situations have caused you to adopt new policies, on prices, allocations or delivery, you want *all* customers and prospects to know what they are, as promptly as possible. You want them to know *exactly* what they are.

Are scarcities in materials or components going to require changes in your products that need explaining? You'll want this kind of information to reach many people other than those your salesmen see regularly.

Will your product be in grievously short supply? Then perhaps you have some good ideas that will help present customers make the products they have last longer. (We're thinking now especially of *anything* that requires good care for long life.)

**What do your customers and prospects think?**

Aside from the things *you know* you want to communicate quickly and repeatedly to customers and prospects, it may make sense at a time like this to do a little "digging" in your markets to uncover possible misconceptions concerning your products or your policies. Confusion today, if not corrected promptly, might seriously damage a company's reputation and impair its standing in those markets.

In normal times, "ditch-digging advertising" sells by helping people buy. In abnormal times like these, we employ the same "ditch-digging" techniques to help maintain a sound foundation for future business... *by helping people understand!*

**THE SCHUYLER HOPPER COMPANY**

12 East 41st Street, New York 17, N. Y. • LExington 2-3135

**"DITCH-DIGGING" ADVERTISING THAT SELLS BY HELPING PEOPLE BUY**

**THERE SHOULD BE NO GUESSWORK WHEN BUYING SIGNS IN QUANTITY**

Only quality signs establish confidence... build business.

**Artkraft<sup>®</sup> SIGNS**

are not only the best looking but are built to the rigid specifications which assure lasting, trouble-free service. Guaranteed for one year against electrical and mechanical defects.

Actual audited customer research records show the entire construction to be 999/1000 perfect. Some companies, by buying Artkraft<sup>®</sup>, have cut their sign maintenance cost to 1% of that to which they have been accustomed. Artkraft<sup>®</sup> dealer signs ALWAYS cost less in the long run.

Today's investment in Artkraft<sup>®</sup> dealer signs works for you for many years to come.

**Artkraft<sup>®</sup> SIGN COMPANY**  
Division of Artkraft<sup>®</sup> Mfg. Corp.

Quality Products for Over a Quarter Century

**1137 E. KIBBY STREET LIMA, OHIO**

\*Trademark Reg. U.S. Pat. Off.

**a NEW NECESSITY**

**an IDEAL ADVERTISING MEDIUM**

**PROTECTION IS OUR BUSINESS**  
*Implements of*  
**The SMITH AGENCY**  
GENERAL ADVERTISING  
1335 Prospect Street  
Ann Arbor, Michigan  
Phone 1359

Give your sales message a fresh appeal to the 7 out of 10 of your customers and prospects who wear glasses. Use Sight Savers, the nationally-known silicone-treated tissues that clean, polish and protect glasses. Featuring your sales message, "window-back" Sight Saver are new, they have definite quality appeal, and they serve a very useful purpose. Your message will be intimately associated with modern convenience, comfort, cleanliness and efficiency—not once but many times during the normal 30-day life of the package. Cost is surprisingly low—distribution is easy. Enclose them with correspondence; use them as calling cards or convention handouts. No special packaging required. Write today!

DOW CORNING CORPORATION, Dept. AD, Midland, Mich.  
Please send free samples and full information about "window-back" Sight Savers.

Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

4,000 separate towns across the nation.

While all this is going on, a lot of people in blueprint rooms and factories who never thought much about color and finish or simply took it for granted are becoming very critical and knowing on the subject and taking it as seriously as design and performance. The paint, varnish and lacquer men are behind this too—at least, they got the snowballing preoccupation with finish and color started. Take this example:

### Survey Discovers "Who Buys?"

This past year *Product Engineering* made an unusual survey to determine who buys a finish, who selects the colors for manufactured articles, large and small. Of this survey, 4,000 copies were presented to the members of the association—the makers of paints and varnishes and lacquers in the industrial field—so that they might strengthen or revise or extend their approach in selling the product men in the factory. A similar survey in the maintenance field was made by *Factory Management & Maintenance* with the collaboration of the industry, and another in the hotel and restaurant fields. The object was to find out what buyers in these fields were actually purchasing, what they look for in a finish (protection, color, etc.), and how much they spend (showing the industry the size of the market).

The trade and industrial publications have collaborated with special mailings to people on management and executive levels telling about the industry's program and urging them to co-operate by (1) paying attention to the quality of their finishes and (2) stressing in their selling and advertising the importance of finish and color.

The results here have been amazing, Battley says. "We have seen really tremendous changes, becoming cumulative during the past year, throughout the industrial and maintenance fields, with increasing emphasis on what finish means to a product."

As evidence, the reader may do what paint and varnish industry members are doing happily these days—check over the advertising pages of the consumer and the business and industrial magazines and see how many manufactured articles are being sold, not only for what they will do but how they look, and in the latter category, how many come right out and talk about the nature of the finish and the beauty and the range of the colors.

This change, the industry men believe, has come about through the education at both ends: getting consumers of goods to be more color- and finish-wise, and making the key men in the factories aware of the extent to which color is in the public mind and also of what color and quality finish may add to sales impact.

What has this well-planned and thoroughly coordinated program accomplished thus far? No one in the industry would pretend to be able to give an exact answer. What the 1,254 members of the group do know is that last year they had the largest sales volume in their history and feel confidence in setting their sights for even bigger gains in 1951. They know that they have had to expand so rapidly to meet demands that, in some phases, they find the raw materials market unable to supply all of their needs as fast as they would like.

They give a large share of the credit for their sales gains to the industry program and are eager to see it continued. This fall, meeting in San Francisco, the association authorized it to be extended for another three years from the date of its termination at the end of 1951. And in this connection it is worth observing that no small part of the effectiveness of the association's promotion is due to its long-range planning. By knowing far in advance what it intends to do it can be in touch with every sort of medium for the dissemination of ideas and information before programs are made.

### Program Wins Goodwill

All of the goodwill won by the program is not directly measured in sales. The paint men have evidence of widespread approval of the program from distributors, dealers and other retailers the promotion has helped, from manufacturers who have heeded and through color or finish improved their sales, from related groups like hardware and interior decorators who have benefitted and are starting on tie-up programs of their own, from civic and community leaders and educators who like the idea of encouraging brightening the corner where you are.

But unsolicited compliments that make the paint men really happy are letters like this one from a grateful school teacher:

"When a big business," she wrote to Battley, "takes time out from its busy day's work to be helpful to a small country school in the mid-west, we know it could only happen in America."





*"Granddad swore he'd never fly . . . but your travel-window display sure sold him!"*

Getting the Facts from Forbes is a primary essential in getting more impact for your money in all your printed merchandising. That goes for runs of any length, involving production only or creation-plus-production. Forbes Facts derive from unique facilities in lithography, letterpress, web gravure and die-stamping . . . all under one roof and one management control. Forbes' long experience plus continuing studies of printed merchandising effectiveness are your further assurance of the best printing process for every job. To get the Facts from Forbes, call the Man from Forbes . . . now!



**FORBES LITHOGRAPH CO.**

NEW YORK • CLEVELAND • BOSTON • CHICAGO • ROCHESTER

**DELIVERS MERCHANDISING IMPACT**

JANUARY 15, 1951



**SELLING FOLKS** on the joys of modern air travel is a job well done by this 3-piece "Welcome Aboard" display for Trans World Airlines. Produced by Forbes in 6 colors, it employs no less than 9 language changes to build business for TWA around the globe. Trans World Airlines' art director is Rex Werner.

The list of Forbes customers reads like a comprehensive catalog of American industry, ranging from soft drinks to steamship lines, from perfumes to public utilities. It goes without saying that this widely varied experience — with practically every type of business that uses printed merchandising — can be used to great advantage in merchandising your own product.



ON delivery trucks, stationery, in promotional booklets and on packages of a wide range of products . . .

## Now There's Family Resemblance Wherever Warfield Brand Appears

Based on an interview with

**REYNOLD S. SMITH, JR.** • Assistant to the President, and

**A. T. MacMATH** • Sales Manager, The Warfield Co.

A company that bragged on each carton "We do not advertise"—until it found not many people were exposed to its products—has dressed its wide line in one basic style.

The Warfield Co., Chicago, is now in its 86th year. It started out as a coffee house, importing the green bean, roasting, packaging, wholesaling. For so many years that no living man recalls when it started, every can or package of Warfield coffee bore this legend: "*We do not advertise. We put the value in the product.*"

As the long years marched down

the trail of time it finally dawned on the management that all too few people ever saw a package of Warfield coffee; that those who did see it were not very much impressed with the claim. In fact, Warfield coffee wasn't taking the world by storm.

As the years passed in comfort, if unexcitedly, the house of Warfield grew and expanded, but not fast. Warfield coffee and spices have been

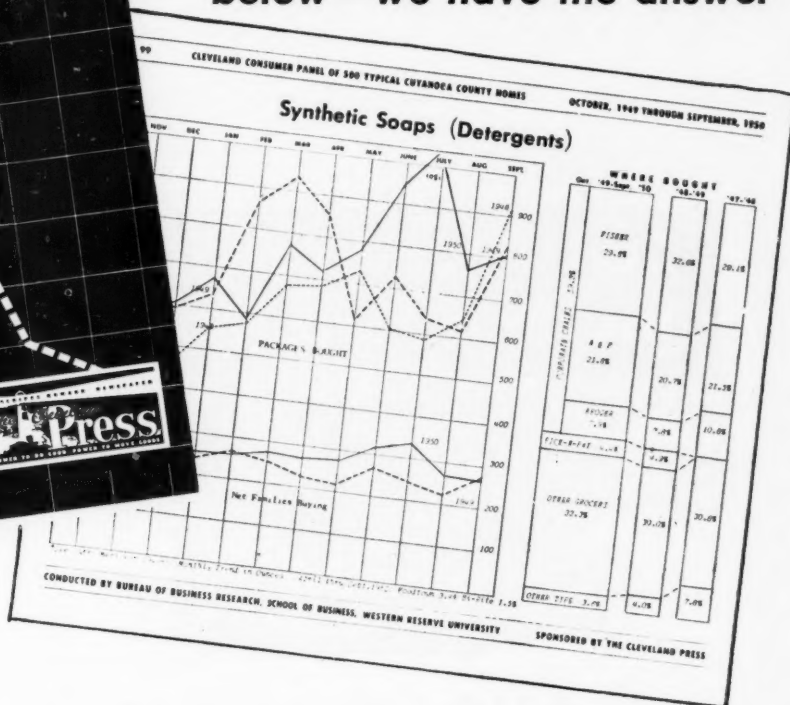
known and respected since the days of Mrs. O'Leary's cow and the Chicago fire, which is nudging 80 years ago. Chocolate, cocoa and extracts followed into the line.

No one in those times, or until fairly recently in fact, ever considered the importance of building "family resemblance" into the packages of a line of products. Warfield was no exception, only it took the management a little longer to catch on. This story might be titled "The Awakening of Warfield."

William Warfield was the founder. John D. Warfield carried on. John D. Warfield, Jr., is now president and Lyman W. Warfield, fourth generation, is a department superin-

# WHO SELLS YOUR PRODUCT? WHO BUYS YOUR PRODUCT? WHAT IS YOUR COMPETITION DOING?

If your product is listed  
below—we have the answer



Write for  
your copy  
**TODAY!**



500 typical Cleveland area homes record daily and report monthly on the buying of 36 basic grocery commodities. The 112-page report for the year ending September, 1950, is now ready and includes buying analyses of the following products . . .



All Purpose Flour  
Pancake Flour  
Biscuit Mix  
Pie Crust Mix  
Cake Mix  
Gingerbread Mix  
Hot Roll Mix  
Muffin Mix  
Other Prepared Mixes  
White Bread  
Coffee  
Instant Coffee  
Packaged Tea  
Tea Bags  
Cold Cereals  
Hot Cereals  
Canned Milk  
Dog Food

Butter  
Oleomargarine  
Shortening  
Frozen Juices  
Frozen Fruits  
Laundry Bar Soaps  
Scouring Powders  
Household and Paint Cleaners  
Water Softeners  
Bleaches  
Laundry Starch  
Household Waxes and Polishes  
Toilet Cake Soaps  
Packaged Soaps  
Tuna Fish  
Puddings and Pie Fillings  
Tea (In Ounces)  
Soaps (In Ounces)

The only daily paper that adequately  
covers Metropolitan Cleveland



tendent, learning. A complete reorganization of the company was effected last January and since then things have been stirring.

New accounts, since then, have increased more than 200%; new outlets, because many of the new accounts are chains, by more than 900%. Package goods sales, such as spices and baking chocolate, are up 43%. Before last January 95% of the company's sales were in private brand products. Now 40% of the company's sales are put out under the Warfield name. Among the chains

now handling the company's name products are Jewel Tea, Hilow, Certified Stores, Centrella, Royal Blue, and Dell Farms.

"Our first step was to find some means to introduce the name of Warfield to the retail grocer and to do that we needed, among other things, to find what is called a bell cow," says Reynold S. Smith, Jr., assistant to the president, who came into the firm less than a year ago from the management consulting field. "And we had to have packages and styling. The packages had been nondescript,

of various shapes, patterns and colors. Some of them carried two colors, some three and others four or five—and the colors were not alike. We wanted new design and family resemblance in them.

"We decided to start a packaging program and chose Admakers. We turned the major part of the repackaging job over to them. They developed a functional design flexible enough to be reproduced in dozens of shapes and sizes on glass, litho plate, enameled label stock, box board, etc. In printing the packages for many items such as spices and extracts, slug changes have to be made. The patented Measure-Master spice can alone requires more than 60 changes for names, ingredients, weights, etc. This was a major production problem in the print shop.

"Our standardized colors now are a chocolate brown, white and red combination and it is used to tie-in with window posters, magazine advertisements, trucks, stationery, etc., even including business cards, checks and vouchers.

#### Get Foot In Door

Selection of the Warfield "bell cow" imposed a problem and the bell cow is always important because it is the item that gets the foot in the door. Coffee was the first consideration, but that was discarded because there are so many old and established brands, well known and widely advertised. It would take a long-time to make it a leader in the line. Too long.

Spices? Warfield here had an established brand. It was on store shelves in Chicago and surrounding territory where the company concentrates most of its efforts. But one thing was wrong. A can of spice is likely to last for six months or more in the home. If it were the bell cow it would not open doors often enough.

How about baking chocolate? Yes, a likely prospect for a leader. But it had been shown in the same package for years. Size? The familiar half-pound bar, like all other chocolates. The price? Well, 39 cents to 41 cents. Any drawback to that old and familiar size and price? Let's see.

Stored for any length of time, especially during hot weather, chocolate "blooms." That means that it tends to turn grey. Grey chocolate loses eye appeal. The user is turned against it. Mulling this over, someone suggested putting Warfield chocolate in smaller packages to sell for 19 or 20 cents.

Taking advantage of two things, the high cost of foods and the fact that housewives have an ever-growing

## Sell Your Product in the Rockford Market



- 119 Cities and Towns in 13 Counties in Northern Illinois & Southern Wisconsin
- Reach 81,188 Homes Daily with Sunday Edition 94,679

127,445 A. B. C. CITY ZONE



A. B. C. RETAIL TRADING ZONE 595,390

**ROCKFORD MORNING STAR**  
**Rockford Register-Republic**

REPRESENTED NATIONALLY BY BURKE, KUIPERS & MAHONEY, INC.

eye to limited budgets, and often smaller cupboard space in smaller homes, it looked like something to work on. And one more thing, it gave Warfield salesmen a talking point. Talking points get salesmen to store buyers as well as moving goods from store shelves.

Stores today are looking for plus business. There's no point in merely trading dollars. Warfield salesmen went out to stores preaching the doctrine that the new package, smaller and keeping chocolate better, would mean more sales and oftener. Store buyers, especially chain store buyers, saw the point. It would mean fresher chocolate in stores, fresher chocolate in homes.

There still was one more hurdle. That's where the duster trick came in. Every salesman was armed with a duster. Each duster was tipped with bright colored wool. The salesman would walk into a store swinging his duster and say to the buyer, "Let me dust off your spice display, please."

That was an unusual thing to do. It caught attention. The salesman would flick dust, check the stock and rearrange it. He'd make a list of low items. Just before he left, with a genial and friendly air, he would say: "Here are a few McCormick items you'd better order. Stock getting down." Or it might be Durkee or French or other competitive goods. Suggesting that a competitive item be ordered was such a rarity that buyers were surprised, perhaps amazed. They began to talk about it. Talk means attention. It was easier doing it the second trip around as the owners and managers of stores and shops were friendlier.

### Showmanship Pays

Then, a little later, Warfield salesmen sprung another bit of showmanship. They would walk into a store carrying a chair with three words painted on its back: "My Best Friend." The owner or buyer would be asked to sit down in the chair. The salesman would then say, "Relax, please. I'd like to talk to you just a minute or two." Usually the buyer or owner would grin and reply with something that meant in one way or another, "Shoot." The psychologist worked in most cases. The salesman had a composed target with a curiosity implanted in his mind.

"Your chair is your best friend," he would start, "It gives you rest and ease. It's good, like Warfield products." Then he would go into his sales talk and he could hold the prospect's attention better and longer than if he were standing, ready perhaps, to jump to the help of some

customer. But not too long. This little byplay was used for 31 days, all through the month of May.

By this time Warfield was using 13 salesmen in Chicago instead of 10. Seven salesmen at the start of the drive were past 65; six of them more than 70. About half of them, unable to adjust themselves to the strange new order of things, voluntarily retired. Young men under 30 were put on in their places and given training. They were more flexible and covered more ground. This idea was drilled into the entire sales staff:

"The manufacturer's ability to get complete cooperation from wholesaler to user through the retailer is accomplished by tangible service and not blue sky."

The men were schooled in methods of giving service, service that would lead to sales. Then came the final surprise. Word went out: "Warfield is advertising."

The company is now budgeting a percentage of all sales and is off on a program that will employ radio, business paper and newspaper advertising throughout 1951. As sales are



### 1. high buying power



Once again Worcester takes a FIRST place in an important "high buying power" category. The heavy density of population (543,100) in this compact major market raises the Worcester Metropolitan County Area into FIRST place in total population among ALL of the 53 Metropolitan County Areas with central cities of from 100,000 to 250,000.\*

WORCESTER'S WONDROUS TWINS



Sell to the Worcester Market through consistent advertising in the Worcester Telegram-Gazette, the newspapers that blanket this populous and prosperous area. Daily circulation in excess of 150,000. Sunday over 100,000.

### 2. intensive newspaper coverage

\*Sales Management January 1, 1951, "Metropolitan Population Shifts."

**The TELEGRAM-GAZETTE**  
**WORCESTER, MASSACHUSETTS**  
 GEORGE F. BOOTH Publisher  
 MOLONEY, REGAN & SCHMITT, INC., NATIONAL REPRESENTATIVES  
 OWNERS OF RADIO STATION WTAG and WTAG-FM

## THEY'RE WINNING THE WEST WITH **WESTERN FAMILY**

**\*725,000 GUARANTEED CIRCULATION  
EFFECTIVE WITH MARCH 8TH ISSUE.**

This year over 250 products are winning Western homemakers with **WESTERN FAMILY**, the magazine that "Goes Home With The Homemaker". And, effective with the March 8th, 1951 issue, they'll do an even greater job—because over 200 stores of United Grocers, Inc., Portland, Oregon and over 185 Associated Grocers outlets in Arizona join **WESTERN FAMILY** on that date. It's a circulation increase of 100,000—a total circulation of 725,000. So if you want to win the West — **WESTERN FAMILY** must be a primary consideration.

Rates, circulation breakdown and merchandising facts available at all offices listed below.

\* **WESTERN FAMILY** is delivering a *bonus* circulation of 50,000, which means a total of 775,000 effective March 8th, 1951.

**OFFICES:** Los Angeles • San Francisco  
Seattle • New York • Chicago

### **Magazine group offers state, regional, national coverage**

**CHICAGO:**— Coverage of the educational field can be tailored, state by state, to fit the advertiser's market, according to Georgia C. Rawson, Executive Vice President of State Teachers Magazines.

"Many advertisers who want to reach the school field don't have the wide distribution that would justify national advertising coverage," says Miss Rawson. "State Teachers Magazines make it possible for advertisers to select the effective, economical coverage they need, state by state.

"The 44 State Teachers Magazines are individually edited and published. Each publication reaches the entire public school field in its state. The local editorial content, much of it 'must' reading that is available nowhere else, assures intensive readership."

Write for the detailed story of how you can reach the educational field, in one state or 44, in State Teachers Magazines. It's summarized in a handy, 12-page file size folder, and it's free. Write to Georgia C. Rawson, Executive Vice President, State Teachers Magazines, 309 North Michigan Avenue, Chicago 1, Illinois.

picking up at the rate of \$1,000,000 a year or more the fund will not be a mere bagatelle. The company's active distribution field is being extended to reach out several hundred miles in every direction from Chicago. Emphasis is placed on the fact that Warfield processes and manufactures every item it sells, that it is not a jobber or wholesaler.

"When you have companion packages, packages with a distinct family

resemblance, you get more items on store shelves, get them displayed better, and sell more of every item in the line," says A. T. MacMath, sales manager. "Until we started this program about the only thing standardized in the line was the Warfield name. Their lack of similarity was a severe drawback. We think we've done a quick job of it, and a good one, starting as we did less than a year ago."

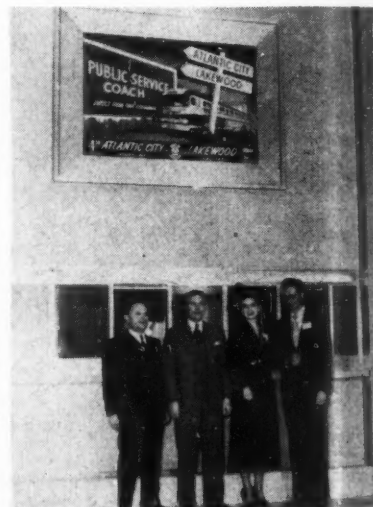
## **New Terminal's Ad Service For Quarter-Million Daily**

Advertising plays a dual role in the new \$25,000,000 Port of Authority Bus Terminal in New York City. In addition to enhancing the decor of the Terminal's modern interior, the colorful, framed displays comprise an important source of the non-operating revenue for the enterprise.

The indoor spectaculars portray, in new techniques, the advertisements of 30 products and services available to the estimated 250,000 people who will be using this convenient new Terminal every day. Representing the initial advertisers are displays for paints, whiskey, beer, ale, candy, canned foods, bread, super markets, chewing gum, hotels, coffee, razor blades, radio and television sets, work clothing, hot dogs, a newspaper, sports events, and many theaters.

The displays have been planned as an integral part of the building which contains extensive shopping and entertainment facilities. Recessed in the French marble walls, in frames of brushed aluminum, the displays offer opportunities for interesting effects and the development of new methods of portraying the advertiser's message.

The New York Port of Authority has appointed Transportation Displays, Inc., as the exclusive representative of its advertising facilities in the Terminal, which initially are being limited to indoor spectaculars. T.D.I., located in the Grand Cen-



ONE OF 30 products and services advertising in New York City's new Port of Authority Bus Terminal. Members of Public Service Interstate Transportation Co. gather beneath its illuminated, three-plane indoor spectacular. Transportation Displays, Inc., is exclusive representative for the Terminal's advertising facilities.

tral Building, New York City, is sole representative of the advertising facilities of the New York, New Haven & Hartford, the New York Central, the West Shore, the Erie, the Susquehanna, the Lackawanna, the Jersey Central, the Long Branch, the Staten Island, and the Boston & Albany Railroads.



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AT WORK  
KEEPING  
Freedom  
on the  
Air

With each new year, in fact with each new day, radio faces ever greater responsibilities. As the articulate voice of the nation it must, and will, send to the ends of the earth the message of hope and freedom which America alone holds out to the rest of the troubled world. It is with these thoughts in mind that WJR pledges the resources of its men, its women and its broadcasting equipment to the task of making the message of America audible the world over!

WJR

THE GOODWILL STATION, INC.

FISHER BLDG., DETROIT

CBS  
50,000  
WATTS

Call or write your  
nearest Petry Office



FREE SPEECH MIKE

# How Defense Officials Are Chosen Who'll Run Government Controls

BY JEROME SCHOENFELD • Washington Editor, Sales Management

Filling out Civil Service Commission Form 57 is just a formality for the Charles E. Wilson's, but this employment blank has real meaning for important would-be bureau chiefs and lesser officials who must answer many questions.

Before he was appointed to head the National Production Authority, (now Defense Production Administration) William H. Harrison filled in a Civil Service form. Like everybody else on the defense agency payroll, he put down where he worked—in his case as president of International Telephone & Telegraph Corp.—along with all of his previous jobs since he started out in life, his salary, his schooling, a disclaimer of belonging to subversive organizations and, finally, his references. The men who since then have joined the staff where they wield amazing power over whole industries, also filled in Form 57.

In Harrison's case, this initiation was mere deference to an inescapable Government practice: Secretary of Commerce Sawyer had already selected him. But the men who joined up later on, even as division chiefs, who would decide which products could still be made and which must be sacrificed, were not always going through empty rituals. Their forms were studied and their references checked. Nor did this checking bring forth unvarying huzzas: some important people were not hired.

The Government has to check a lot of things that would never occur to a company board of directors hiring a mere president. Anybody in a reasonably responsible Government job stands a fair chance of someday being hauled before an investigating committee. If he's run afoul of the small business organizations, the unions, the farmers, if he's been heard to express prejudices, some Senator may put every detail into the record. Sometimes, an appointment immediately touches off violently worded press releases by organizations with which the Government wants to be friends. To avoid such

things, there has to be a lot of checking first, and Form 57 is one of the ways. The only comparison is Hollywood, whose expensive productions must be tolerated by millions if they are to pay off: Technical advisors blue-pencil everything that anybody's touchy about.

The defense agencies checks are rigorous. But, they are as nothing compared with those made of people to be appointed by the President. A Presidential appointee is examined by a Senate committee, so that a little extra precaution can save embarrassment for everybody. The precaution, thorough-going as it usually is, doesn't always forecast everything that a Senator might vindictively inquire about: From time to time the White House has learned something new from these investigations.

## The Search

President Truman's problem in hiring people is not alone that of being sure that they pass muster. He first must find people who conceivably could qualify. He never knows when Congress will create some new agency whose boss he'll have to find. So, there's a continuous search for names, a never ending study of careers. In the White House, there is a file of biographies—a kind of rogues gallery of the eminent, where ugly rumors as well as proved achievement, are recorded. News clippings are treasured. It's not a list of people on whom the Government wants to pin something, though some envelope might suggest that; it's the people who are candidates for every kind of post from Cabinet and Commission to White House assistant. And, there aren't enough there to be able always to find a man not obviously

unqualified for the job.

Last May, the President created his "Little Cabinet," with Major Donald S. Dawson, administrative assistant to the President, running it, which was to study the whole business of collecting the natural prey for Senate committees.

The Little Cabinet's staff includes university men who give courses in and write books about personnel work. They analyze. If you were writing a research paper about the kind of people who fit into Government posts, you'd get a line on the duties and go on to describe what's needed to fill them. All that was done.

For a good many of the jobs, as it seemed to the staff, you've completed the list of requirements after you've put down the obvious things: that budget officers should know something about accounting, lawyers about law, and that somebody on a commission should be acquainted with the commission's field.

Then came the business of finding the qualifications of people starting new agencies or new divisions of such agencies. For them, life-long acquaintance with a business or a profession was not sufficient and sometimes not even necessary. The staff decided that there are people who are leaders: They have a talent for building organizations and for establishing such routines, at the beginning, that the organizations won't stray from their stated purposes. An auto sales manager successfully created an organization to build up Western Europe; together a mail order man (Donald E. Nelson) and an electric equipment man (Charles E. Wilson) created what became the War Production Board in World War II. At the start no know-how was involved; nobody knew anything about it. History showed that such people exist. What, asked the staff, made them like that? What's a leader?

He must be able, it was decided, to plan an organization, then to create something resembling his plan, and to so control it as to maintain the resemblance. The planning is not drafting an organization chart, the

## A WINNING MARKET!

Mr. Harry D. Sims, Jr., of Chandler & Rudd Company, Cleveland, wins the grand prize in the first CBS-WGAR display contest. Sponsors using WGAR reach another winning market in Northern Ohio. Population up 15.4%. Radio homes up 27.8%. And WGAR first with listeners in 29 out of 44 daytime rated quarter-hours . . . *more than all other Cleveland stations combined!*



## OPERATION SNOWBOUND!

WGAR dug in as Northern Ohio dug out of the greatest snowstorm in years. What PRICE co-operation? Even Georgie Price, noted comedian in town for an engagement, pitched in with WGAR personnel answering 44,550 telephone distress calls in a three-day period. Letters poured in saying "Thanks for *your superb public service!*"



*in Northern Ohio..*

# WGAR

the SPOT for SPOT RADIO



**MR. MERVIN B. FRANCE (left)** president of Society for Savings, Cleveland, has served on committees for the American Bankers Association, National Association of Mutual Savings Banks, and Investment Bankers Association. He is trustee of University Hospital and Mount Union College. Dr. Rudolph Ringwall (right), associate conductor of the Cleveland Orchestra, presents Sunday afternoon recorded concerts for Society for Savings.



PAUL  
WILCOX

JACK  
DOOLEY

HAL  
MORGAN

## NEWS, MUSIC, SPORTS . . .

listeners like all sorts. Take your choice. Jack Dooley reports the news nightly at 11:00 P. M. Paul Wilcox scores with sports at 11:10 P. M. And Morgan's Musical Inn opens at 11:15 P. M. Reach a responsive nighttime audience with these wide-awake features.

**RADIO . . . AMERICA'S GREATEST ADVERTISING MEDIUM**

WGAR . . . Cleveland . . . 50,000 watts . . . CBS

Represented Nationally by Edward Petry & Company

JANUARY 15, 1951



chart is just a more or less inaccurate map of the plan. It's a matter of taking apart what's to be done, imagining how it will be done, and fitting the pieces together without omissions or repetition. Then, the organization must be created; people must be found, and taught or persuaded, to assume their roles. From the very beginning, things must fall into appropriate routines; if the organization strays, something must set off an alarm.

### **Names for Jobs?**

Names for jobs come from all sides—most of them obviously no good except to the man who made the recommendation. Names come from Senators, from Representatives, from trade associations, from unions and from humble disinterested bystanders with axes to grind.

Major Dawson's staff checks these recommendations continually. First of all, there's the check of the White House file. Mr. Whosis, let's say, has been proposed for such-and-such a commission post. The file is likely, at least, to show whether he's a Ku Kluxer or Silver Shirt, whether he's been indicted for embezzlement, whether the CIO identifies him with union-busting. This part is something like selecting a script to film or to broadcast: A man or script that runs afoul of an important interest gets a debit mark.

The product of this sieve is less uniform than one might expect: people coming into top Government jobs vary a lot. Some are immediately described by the Washington press corps, though sometimes on the word of an agency publicity man, as "colorful." It cannot be said that such variation as to temperament and outlook among Presidential appointees is planned. It just so happens that people who possess the negative qualifications of not having offended differ from each other. Moreover, some offenses are permitted: John Carson, who gave much of his life to consumer co-ops and who, therefore is anathema to various small merchant leagues, quite recently was placed on the FTC.

Besides the White House's own check, there is the FBI. When Hoover's organization is investigating the head of some multi-million dollar company, it doesn't limit its queries to whether at some time or other he belonged to or spoke before a subversive organization. It's interested as well in his character and his outlook. That means finding out who he considers his enemies: a man, however prominent, who's mind is terrorized by a vague "they," which might

sometimes be embodied in a race, a union, a class of citizens, is disqualified.

The White House has hundreds of contacts with trade and other associations. They are asked things, usually within their fields. Headquarters at CIO and other union organizations say that they are queried only when a labor post is in question. Trade associations indicate being queried about people in their own narrow fields. Nobody at NAM could recall ever having been queried about anyone.

After a man has been chosen, it is Major Dawson who usually tells him by long distance. He doesn't offer the job. He asks whether the man is interested and suggests an interview. Men who run great organizations willingly get on a plane.

Within Dawson's office, it's partly a matter of finding out whether the man's attitude is appropriate to the job. If, for instance, his post requires building cooperative utilities, he must not be fightingly enthusiastic about private power; if he's going to be prosecuting unions, he must not be so labor minded as to consider everything done by a labor leader right.

That's more or less the system for men who are appointed by the President. It does not fit every case. In a matter of this kind, there has to be much playing-by-ear; there's no codified step-by-step process that satisfactorily picks rulers of a nation. It's a kind of composite description that's been presented.

### **Businessmen Blackball**

Top men of the old NPA were not appointees of the President. Harrison was picked by the Secretary of Commerce. He's supposed to have been suggested first by Sidney Weinberg, a New York investment banker, who during World War II worked with Charles E. Wilson on WPB, and who's back again with Wilson's Office of Defense Mobilization. Harrison's name was canvassed in Sawyer's Business Advisory Council, where it's said, all of the touchy questions were raised. After Sawyer announced the appointment, the President was asked, at a press conference, what he thought of him. He admitted to not having heard of him. It wasn't until several days after that Harrison was introduced to the President and to the Cabinet members.

Like the White House, defense agencies have great lists of names, including people within the Civil Service and men who apply for jobs, sometimes for top jobs. Men fresh from business life are wanted more than men who understand the Gov-

ernment. Since it's the production and delivery of industrial goods that must be controlled, defense agencies want people who know where the supply comes from and who know it not in terms of Census Bureau maps but by names of plants, salesmen, traffic managers. Such information Civil Service workers do not come by.

Commerce Department has a large list of advisory committees plus a top committee that Sawyer consults. There are several hundred committee members. They've been meeting with Department officials for years and have gotten to know Government as well as any outsider can. They are asked first. At a committee meeting, conversation is said to be remarkably frank, so frank as to make it fortunate that so little is recorded. Members willingly blackball a nominee and tell why.

Ordinarily, the advisory committees suffice for names. It's only since the first defense agency was created that they've fallen down: more men are needed than the members off hand can suggest.

### **Deals Impartially**

The checking is like that of the White House, though, probably less exhaustive. The main concern is that a man who heads an industry division deal impartially with companies in it: outside the industry, he's likely to be relatively obscure. The defense agencies are a bit less fussy than the White House about eccentric opinions that seem extraneous to the job.

Defense agency decisions, under certain conditions, may override the anti-trust laws. Manufacturers may be made to shut out a given product or to make the product in a way that forces use of a patented component. It's management must not therefore include supposed enemies of small business. The Commerce Department has a small business unit which is consulted. However, the secretaries of the many small business organizations in Washington complain that they themselves are never asked anything; they'll probably complain this winter to their favorite Congressmen.

As in WPB before it, there are good many jobs that, while not quite at the top, call for top men to handle them. Within the Steel Division, for instance, it may become essential to create units governing particular kinds of steel or steel products.

The defense agencies look to sales managers and to salesmen. But a personnel man cautions: don't say anything that would encourage applicants. There now are too many, and not from the right people.

## What Size Ad Gets Most Readers?

And why can a back-of-the-book editorial item get top readership?

If you've wondered if the size of your advertisement has much to do with the number of readers it will attract you now have some statistics to use as a yardstick.

Size evidently plays an important role in capturing reader attention, at least in the April 22, 1950 issue of *Business Week*.

*Business Week*, McGraw-Hill's business news magazine for executives, is the latest publication on which the Advertising Research Foundation has issued a study of the reading habits of its subscribers and pass-along readers. ARF has found that 95% of the readers noted one or more advertisements but that readers were highly selective in what they saw and recalled. The following table shows the average number of readers for advertisements in each page-size group:

Size Group	Number of Ads	Average Score
1/6-page	12	5%
1/3-page	21	7
2/3-page	23	16
Full-page	35	31
2-Page Spread	3	43

The cash outlay to purchase a position for a sales message is greater for the larger sizes, but on the average, the extra cost appears to be well worth the investment.

### How About Position?

Another point of special interest in the ARF study of *Business Week*: It's a rare advertiser, or his agency, who has not requested that his ad appear "well forward, on a right-hand page." Readers evidently don't know anything about this fetish of some advertisers. They find what interests them and read it.

For example: The editorial feature article which was read by more people than any other article in *Business Week's* April 22 issue turned out to be a story on page 98 (in a 114-page issue), and on a left-hand page. The most sought after article: "Pension Plans May Be Illegal." No, this article was not mentioned on the front cover.



- **WIDE DIVERSITY OF INDUSTRY . . .** Wheels turning regularly in more than 150 plants to provide steady business the year 'round
- **HIGH FAMILY INCOME.** Average \$4,813.
- **GAINS IN A DECADE . . .** In the Troy, Albany, Schenectady Metropolitan Area. Population up 10.1%; Dwelling units up 14.3%; Dollar volume in retail trade increased 171%. In the Troy City Zone of this rich market we provide 99.8% coverage.

Rate: 18c per line      A.B.C. Circulation: 44,895

*\*You MUST place it on your 1951 advertising schedules to be sure of your share of the sales*

## THE RECORD NEWSPAPERS

- THE TROY RECORD •
- THE TIMES RECORD •
- TROY, N. Y.

GERMAN SHEPHERD ...  
Color Photo by Ylla  
from Rapho-Guillumette

## *Lithography by* **STECHER-TRAUNG**

Proven production economy — detailed quality control — superior craftsmanship . . . these and many other features keynote the distinctive all - in - one service popularly known as "Lithography by Stecher - Traung."

Practically every step in the production of your full color promotion material can be handled — efficiently, speedily, and economically — by Stecher - Traung. Consider the advertising insert you now read. In our own plant, we coated the paper — ground the inks — set the type on film — made the engravings and press plates — and lithographed hundreds of thousands of copies, all colors at one time! We suggest you write, phone or wire today for the vital story on how you, too, can get unmatched service from Stecher - Traung, and save money at the same time!

### **SPECIALISTS IN FULL COLOR**

Consumer Folders  
Booklets      Catalogs  
Circulars      Broadsides  
Labels      Box Wraps  
Streamers      Displays  
Posters      Folding Boxes  
Merchandise Cards  
Seed Packets  
Specialty Envelopes  
Full Color Letterheads  
Greeting Cards

Send for our new book  
"How To Save Money On  
FULL COLOR Lithography"  
—a helpful guide in pre-  
paring sales and adver-  
tising material. Write on  
company letterhead for  
your free copy.

# **STECHER-TRAUNG**

**LITHOGRAPH CORPORATION**

Plants at

Rochester 7, New York • San Francisco 11, California

Offices: Baltimore • Boston • Chicago • Columbus • Harlingen  
Los Angeles • Macon • New York • Oakland • Philadelphia • Portland  
Rochester • Sacramento • San Francisco • St. Louis • Seattle  
*Special New York Sales Associates — Rode & Brand*



## Gadget Sales Letters Now in 25th Year

Is this the longest series  
of unusual promotional  
direct mail?

Each month for 24 years, Fulton-Wassell Paper Co., Little Rock, Ark., has sent a sales letter to its list. The 288th consecutive letter, dated Nov. 1, 1950, started the 25th year.

Other than the very first few, all of these letters have been "gadget letters," letters to which a trivial novelty is attached and to which the text of the letter alludes. These letters have been prepared by Leo P. Bott, Jr., who operates his own advertising agency in Chicago.

The attachments to the letters have been common place articles such as a hair pin, postage stamp, rubber band, paper clip, etc. but have also included the unusual such as a genuine wasp (*though plenty dead*), a cocklebur, Spanish moss, Mexican Jumping Bean, rotten fish line, corset string, marked playing card, etc. All have had appropriate tie-ups with the paper sold by Fulton-Wassell.

### Actual Cut-Outs

Some of the letters have been actual cut-outs such as the shape of a bee hive, horse's head (to which some straw was attached at the mouth), steaming cup of coffee, pair of feet, beer glass, and others.

Business history may be enfolded by reviewing the letters which usually refer to the times: hand-to-mouth buying, depressions, business recovery, war, reconversion, shortages and the current war economy. In recent years, and as now again, the theme is shortages. The firm has had limited stocks to sell but has continued the letters to keep in constant touch with the trade and always be prepared for better times when stocks would be plentiful and competition would be keener.

Naturally, after so many letters to the very same list, those letters have a "following" and recipients tell the company they wait to see what letter (with gadget) is coming next. (*The next one, by the way, will contain a strand of gray hair. Tie up: "This new paper shortage is turning our hair gray."*)

A nice vote of confidence was given to Mr. Bott a few years ago. Said Arthur Fulton, Jr., who heads the company, "As long as both of us are alive, I suppose we'll be getting out those letters!"

For direct  
mail pieces  
of superior  
quality



### IT ISN'T SURPRISING—THAT PRINTERS SAY RISING!

If you want to put your best foot forward in a prospect's door—mail-wise, that is—take your printer's advice. He will tell you to have your sales message, brochure or booklet printed on Rising.

And he should know! He has been getting nothing but the finest printing results from Rising Papers—results that are a credit to his craftsmanship and to the finer quality of Rising Intralace.

### Rising Intralace

1. has a distinctive pattern appearance.
2. is new brilliant white.
3. is inexpensive.
4. has envelopes to match in 5 sizes.
5. is specially sized for offset and gravure.
6. has an excellent surface for letterpress.

WHEN YOU WANT TO KNOW  
...GO TO AN EXPERT!

## Rising Papers

ASK YOUR PRINTER  
...HE KNOWS PAPER!

Rising Paper Company, Housatonic, Mass.

## this is Greater Miami

First and Fastest-Growing Market in the Fastest-Growing State  
East of the Rockies!

### GREATER MIAMI (Dade County)

	1940	1950	Gain
Population	267,739	489,838	81%
Retail Sales	137,600,000	588,800,000	328%
(Retail Sales, Florida)	614,500,000	2,336,000,000	280%
Dwelling Units	90,472	183,461	103%
Telephones	67,847	166,443	145%
Automobile Registrations	102,073	198,276	94%
Gasoline Sales (in gals.)	68,667,000	123,286,000	80%
Electric Kilowatt Hours	218,000	780,000	258%
Post Office Receipts	1,993,902	5,303,696	166%
Check Clearances	428,791,000	2,274,295,000	430%

### THE MIAMI HERALD

	1940	1950	Gain
Daily Circulation*	76,031	175,985	131%
Sunday Circulation*	80,735	203,746	152%
Advertising Linage**	14,384,838	35,024,774	143%

\*Media Records \*\*Audit Bureau of Circulation

Here's proof positive that Greater Miami has not only achieved full status as one of the nation's major year-round markets, but continues to be one of the fastest-growing areas in the country as well.

The figures reveal, too, that The Miami Herald -- from the standpoint of coverage, circulation, and lineage -- has more than kept pace with this record-breaking achievement.

It is truer today than ever before, the one completely dominant medium in the thriving Greater Miami market area is The Miami Herald -- one of the nation's great newspapers.



MIAMI --  
An International Market

JOHN S. KNIGHT, Publisher; STORY BROOKS & FINLEY, National Reps.; A. S. GRANT, Atlanta; Affiliated Stations -- WQAM, WQAM-FM

# Brown Shoe Helps Dad Groom Son To Take Reins of His Retail Store

Independent store owners who signed up for the Brown Shoe franchise a generation ago are beginning to turn active management over to their youngsters. What can a manufacturer do to preserve a close relationship?

Gradually, somebody else is taking his place.

The "his" in this case is the holder of an original Brown Shoe Co. franchise. The young merchant of 1920 who entered into a profitable exclusive franchise arrangement with Brown is now a generation older and thinking about turning the reins of his business over to newer and younger hands—possibly to his sons.

Would the sons be as interested in the exclusive franchise deals as their dads?

"On a swing around the country in 1946," recalls Franklin J. Cornwell, manager of the Brown Franchise Stores Division, "I found many old-timers looking forward to the return of sons and sons-in-law from military service. It was evident that these younger men would be expected to become increasingly active in the management of stores.

"It also became evident (when they returned) that they weren't so well acquainted with us as their fathers were. In some cases, the younger men were relatively new to the business. As independent store operators they will be placing the orders before too many years, and it was up to us to see that, like their fathers before them, they continue to buy Brown."

In the spring of this year a survey disclosed that in 40 franchise stores the sons and sons-in-law were taking an active part in management. Brown Shoe knew the time had come to draw the new generation closer to the family relationship that had grown up between the company and their fathers and fathers-in-law.

What did Brown feel the on-coming generation of independent store operators should know? Let's flashback to 1920.

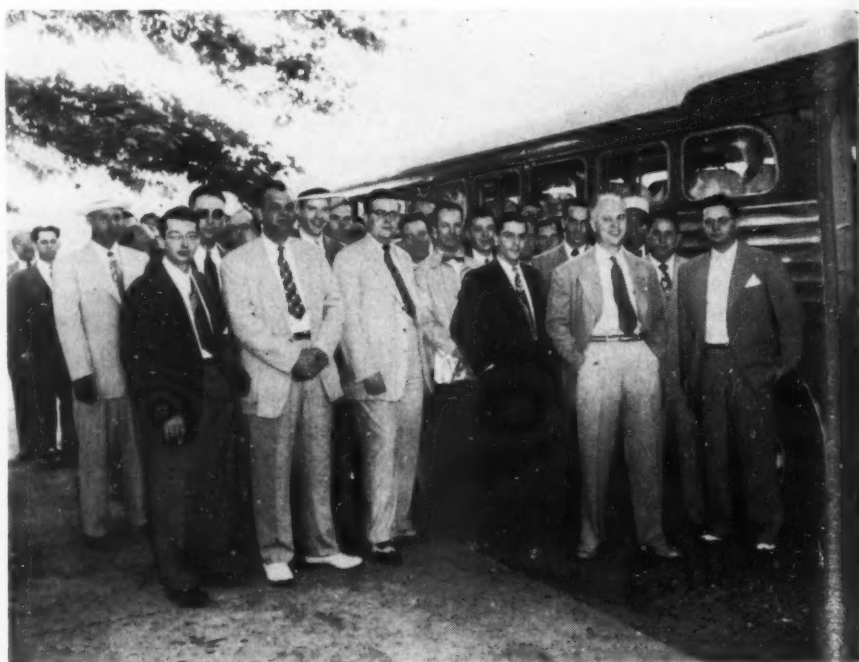
Brown's Franchise Store program, then just being started, provided that independently owned shoe stores, retaining their own names, would agree to handle only Brown Shoe lines.

The Brown lines provide any dealer with a wide variety. The seven brand divisions at Brown make all kinds of shoes, from the "Roblee" and "Robin Hood" shoes for men, through "Air Steps," "Naturalizers" and "Life Strides" for women, "Teen-age" for older youngsters, and "Bus-

problems. In return, of course, he gives Brown an exclusive outlet, a focal point for all sales effort on a local basis.

For 30 years Brown and its independent franchise store owners have found all of this a happy business arrangement. There are nearly 500 Brown franchise stores in cities and towns in all parts of the country.

Brown and its dealers had a great deal at stake in the coming generation. In 1950, with sons and sons-in-law becoming more active in almost 10% of franchise stores, Brown recognized that the time was ripe for a new approach in its dealer relations.



IN THEIR DADS' SHOES: These young men, visiting a Brown Shoe factory, see for themselves what the Brown franchise has meant to their fathers for 30 years.

ter Brown" and "Robin Hood" for the junior members of the family. Range of style and price are wide enough to provide "one-stop" shoe service for any middle-income family.

The dealer who qualifies for a Brown franchise gets the backing of advertising on a nationwide scale, consultation service in planning and designing his store, a complete accounting and record system, and help from a Brown regional representative on merchandising and management

Accordingly, Mr. Cornwell wrote to the original franchise holders—the fathers. He said, in part:

"During the week of June 5 we will hold a Retail Executive Training Course at the Chase Hotel and the general offices of the company in St. Louis. This course has been developed because a number of the owners of Brown franchise stores throughout the country have brought their sons or sons-in-law into the business in recent years and would like

# It puts show business in the showroom

... keeps dealers' windows SRO!



The television cabinet is cardboard.

The screen is simulated in print.

But the clown blows real bubbles!

A hundred floating iridescent bubbles a minute... that vanish without a trace. A gallon jar of special solution with each display supplies bubbles for forty hours.

The stream of bona fide bubbles stops traffic... arouses interest and curiosity, holds absorbed onlookers for minutes... fixes "Admiral" firmly in their minds.

Eight hundred Admiral retailers reported it the best display they ever had... never lacked an attentive audience... brought in hundreds of prospects for demonstrations.

This extraordinary animated display, evolved and produced by Einson-Freeman... was one of the most effective and economical means ever devised of winning dealer appreciation and cooperation—and making sales! We will be glad to show it, and other recent E-F productions, on request.

To get more action and audience for your display money, ask Einson-Freeman to suggest an animated display that makes dealer windows sell for you!

**Einson-Freeman Co., Inc.**

*Forever blowing bubbles—for sales!*

Starr & Borden Aves., Long Island City, New York



to have them receive further training in the management of a retail shoe store."

An outline of the subjects to be discussed was attached to the letter and a reservation blank was enclosed. It was stated that "each store will be expected to pay travel, hotel and food expenses for the man attending." It was explained "that after-hours discussions with other young men from various sections of the country will be as stimulating as the formal sessions themselves; therefore, we are asking that wives do not attend."

The invitation brought 33 reservations from store owners in 17 states, and 33 young men were in the Brown Shoe Co. general offices at 7:45 A.M. on June 5 of this year. They were given one hour and forty-five minutes to transact any individual business they might have, and then the week's training program moved into high

gear — and it stayed there for the duration of the session.

The company literally pulled all the stops in giving visitors the maximum training based on experience. H. W. Astroth, credit manager, held a two-hour session on money management. It was replete with case histories applicable to actual store operations represented by the young men in the training group. A. C. Fleener, vice-president, directed a four-hour clinic on buying, merchandising and selling women's, children's and men's shoes. For this session a complete display of all Brown lines was set up at the Chase Hotel. The sons and sons-in-law were divided into two teams. Each team actually bought shoes from the display merchandise, according to a given budget and a given store situation. The orders were then analyzed in the light of national sales figures and corrected accordingly. The right kind of buying is a No. 1 factor in the shoe business, and questions from the trainees held this particular session far beyond its allotted time limit.

Robert G. Stolz, advertising director, was in charge of an afternoon session: "How to Prepare More Effective Retail Advertising." Copy, layout, illustration and production, all had their share of attention, and then the visitors actually prepared advertisements tying their shoe stores into a local high school dance. The advertisements were criticized and corrected. Direct mail was discussed by an expert. As a follow-up, Brown's Advertising Department prepared brochures embodying most of the ideas presented at this session and mailed them to those who had participated after they had returned home.

Display is a constant challenge to the shoe dealer, and one afternoon was devoted to this important factor. In the general offices there are two dummy display windows, simulating the usual store front. These were used for experiment and demonstration. Displays were actually created by the trainees, as well as by H. C.

Moore, head of the company's Display Department.

"We learned as much as we taught," Mr. Moore later said. "These boys brought us new problems and new ideas. The display session was as helpful to us as it was to them."

Other subjects touched upon during discussion sessions included personnel management, sales training, the accessories department, adjustments, and participation in civic affairs.

### Show Not Tell

"We didn't want to just tell our guests what *they* should do," says Mr. Cornwell, head of Brown's Franchise Stores Division. "We wanted to show them what *we* were doing." So J. V. Winfrey, head of the Upper Leather Department, took them through his division, gave them the opportunity to see how leather is carefully selected and graded to guarantee quality in the shoes they sell. Then the young men were taken through the Mississippi Valley Last Co. to show how "fit" is built into the lasts over which shoes are made. Subsequently the trainees went by bus to Litchfield, Ill., and were conducted through the Brown plant where the Roblee line is manufactured. This tour was conducted by M. E. Shoemaker, general factory superintendent and was followed by a luncheon at the Litchfield Elks Club where the visitors shot questions at Mr. Shoemaker and his staff. One of the youthful executives remarked: "The answers to those questions will help us when we're talking to the customer across the fitting stool."

Among the most memorable features of the week, according to letters the visitors later wrote, were two dinner gatherings. At the first they were guests of John A. Bush, chairman of the board of the Brown Shoe Co. Mr. Bush, who started his career with Brown as an elevator boy, placed 52 years of experience at the disposal of his guests, and answered questions for nearly two hours after dinner. On another occasion, Clark R. Gamble, president of Brown, explained the "whys" of various Brown procedures to new members of Brown's franchise family. The friendliness and informality of these dinner meetings and the readiness of top executives to meet with them made a great impression on the visiting shoemen.

Keynote of the closing meeting June 9 was the fact that the men present would soon be taking over Brown franchises that had great

### RECORDER "DOUBLES" FOR COSTLY HOME OFFICE MEETINGS . . .

Sales executives reduce time and cost. Sales messages can be recorded on tape and disc copies made for sending to salesmen, distributors and dealers. Discs can be played on any standard phonograph. Wilcox-Gay recorders are pointing the way to better and faster sales training methods, too.

**WILCOX-GAY**  
TAPE-DISC RECORDER



A precision Tape and Disc Recorder . . . one hour of recording on five inch reel of tape . . . up to 10 inch disc copies of tape recordings can be made . . . tape can be erased and reused . . . phonograph . . . public address system . . . records from mike or telephone to disc or tape . . . high fidelity . . . portable . . . weighs only 27 pounds . . . low priced . . . WRITE FOR CIRCULAR S-10.

"At leading radio and music stores everywhere"

**WILCOX-GAY CORPORATION**  
CHARLOTTE, MICHIGAN

See...

### 9 Ways to Increase Sales and Profits in 1951

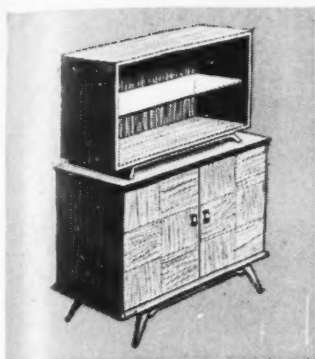
Here are practical, tested ways for any lumber dealer to sell more building products in 1951's uncertain market. See January BSN.



January Issue

**BUILDING  
SUPPLY NEWS**

3 South Wabash Ave., Chicago 3



**YES**—Buffet with simple lines, good proportions, smooth surfaces, glass enclosed shelves, above.



**NO**—Poor proportions, ornate trim which scars easily, hard to clean. Curved supports get in diners' way at sides and ends.



**YES**—Traditional and efficient. Open section adds serving space, flat drawers hold linens, deep cabinets for silver, larger serving pieces.

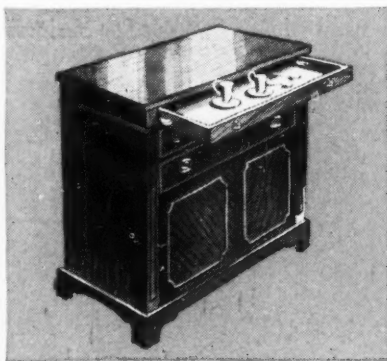


**YES**—Traditional table has wide base for stability; decorative center support, legs which do not restrict movement of diners' feet.

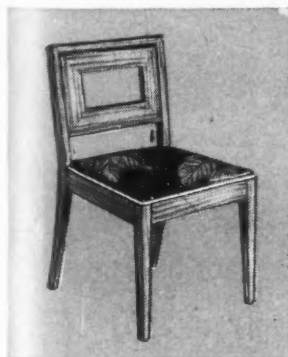
# How to buy furniture...



**NO**—Poor lines, too much trim, cheap construction, back straight, rungs will scar easily.



**YES**—Dark mahogany buffet with good simple lines, has pull out service tray, twin drawers for silver, space for linen.



**YES**—Modern chair, well styled. Solidly constructed, ample seat, comfortable back.



**NO**—Ornate buffet, hard to clean, shows dents and scratches. Drawers are wrong shape, lower shelf useless.

The title and exhibits are from a home service magazine... but unless you've already looked at the bottom of this page, you wouldn't guess which one! **SUCCESSFUL FARMING** serves not only the best farm business in this country, but the best farm homes. And the prosperous farm home is undergoing as radical a revolution in furnishing and equipment—as has farming itself in the past twenty-five years.

SF families are an enormous new, growing market for the best merchandise of every type... because SF circulation is concentrated among the country's best farmers. Its almost-a-million subscribers in the fifteen Heart States have the best farms, the best crops, and an average income 50% better than the national farm average. **SUCCESSFUL FARMING** gives the advertiser the cream of the country's farm sales as does no other medium!... To learn more about it—call any SF office... **SUCCESSFUL FARMING**, Des Moines, New York, Chicago, Cleveland, Detroit, Atlanta, San Francisco, Los Angeles.



# the TOUR TEST proves

**KGW THE ONLY  
STATION WHICH GIVES  
THE ADVERTISER COM-  
PREHENSIVE COVER-  
AGE...in the OREGON  
MARKET**



For a full century Hillsboro, Oregon, has been a major producing, marketing and processing center. Today foods packed by Hillsboro plants are consumed throughout the world. A recent KGW Tour-Test, conducted with the cooperation of the Oregon State Motor Association, proved KGW's dominance of this market. Haley Canning Company, one of the city's major packing plants, was visited by the Tour-Test. Above William Christensen (left), Hillsboro business figure, and Bill Watkins, Haley's president, examine with "Miss KGW" canned meat products destined for the U. S. armed services. Hillsboro's expanding economy is delivered through the COMPREHENSIVE COVERAGE of KGW.

## BROADCAST MEASUREMENT BUREAU SURVEYS PROVE KGW's LEADERSHIP

Actual engineering tests have proved that KGW's efficient 620 frequency provides a greater coverage area and reaches more radio families than any other Portland radio station regardless of power. BMB surveys bear out this fact. KGW is beamed to cover the population concentration of Oregon's Willamette Valley and Southwestern Washington.

### TOTAL BMB FAMILIES

(From 1949 BMB Survey)

#### DAYTIME

KGW .....	350,030
Station B .....	337,330
Station C .....	295,470
Station D .....	192,630

#### NIGHTTIME

KGW .....	367,370
Station B .....	350,820
Station C .....	307,970
Station D .....	205,440



**PORTLAND, OREGON  
ON THE EFFICIENT 620 FREQUENCY**

REPRESENTED NATIONALLY  
BY EDWARD PETRY & CO.

value, that they could not rest on past laurels, and that Brown stood ready to help them in every way possible to expand and move forward.

There were several follow-ups by Brown after the close of the sessions. A letter from Mr. Cornwell went to each of the sons and sons-in-laws within a week. Included with the letter was a group photograph taken at the supper given by Board Chairman Bush, a list of all participants, including their store names and addresses, so that friendships made during the training sessions could be carried on by correspondence. There was a press release for local papers, slanted as real shoe news, the latest in styles and trends, as observed by the visitor to St. Louis. It concluded with the suggestion that local editors fill it out with a paragraph about the shoe dealer himself.

A few days later a letter from either Brown's chairman of the board or president went to all the fathers who had sent their boys to the training schedule. It expressed appreciation of the opportunity to meet the young men and to discuss the shoe business with them.

In addition, the story of the sessions was sent to business papers and was published (including names of those who attended) in the *Boot and Shoe Recorder* and in *Footwear News*.

Results of the Retail Executive

Training Program can best be assessed by a glance through the letters that came back to Brown a month after the visitors had gone home.

A father, and founder of one franchise store, wrote: "My boys arrived home full of enthusiasm and especially respect for the fine manner in which they were received by the officers of Brown Shoe Company."

Each one of the 33 sons and sons-in-laws wrote back. Here's what several said:

"As you know I'm a comparative youngster in the shoe business and arrived in St. Louis not knowing what to expect. It wasn't long before I realized that I was to receive a thorough education in the important factors governing the operation of our store. Outstanding session was merchandising. I have utilized your suggestions in buying lines for fall."

"The worth of any endeavor can be seen only in the fruit that it bears. With this [training session] and the training our fathers give us, I'm confident we can't miss. I'm looking forward to many years of being a member of the Brown franchise family."

"Getting together with other sons and sons-in-laws from all over the country certainly improves ones outlook and perspective."

"... most profitable learning week I have spent since entering the shoe business."

"... gained a new appreciation for the shoes we sell."



**CALLING CARD:** This is the card for route salesmen of Brown's Velvet Dairy Co., New Orleans. It greatly impresses housewives.



# From Sewing Machines



# To Silverware



# OXFORD PAPERS

## HELP BUILD SALES

**W**HEN YOU choose the *right* paper for any printing job you add extra quality to the fine art and typography which carry your selling message. That's why Oxford Papers can help you to increase sales for sewing machines, silverware, or any other product, because they add greater effectiveness to the printed material you produce or buy. There is an Oxford coated or uncoated grade to meet your every requirement—each one is produced with all the skill and craftsmanship inherent in over fifty years of fine paper making experience. Specify Oxford for your next brochure, label, box-wrap, catalogue or direct mail piece, and see for yourself how much you save from finer press performance—how much you gain from Oxford quality.

## Oxford Papers Are Good Papers to Know

Whether the job calls for letterpress, offset, lithography, or rotogravure, you can be sure of an Oxford grade that's right for *your* needs—right in printability, right in pressroom economies. Here are six Oxford grades it pays to remember—and use:

**POLAR SUPERFINE  
ENAMEL**

**MAINEFLEX  
ENAMEL**

**MAINEFOLD  
ENAMEL**

**CARFAX ENGLISH  
FINISH**

**ENGRAVATONE  
COATED**

**DUPLEX  
LABEL**

★ ★ ★

## Your Oxford Paper Merchant Is a Good Man to Know

The service of your Oxford Paper Merchant is as dependable as the fine papers he carries—and you can find it a practical help in your business, too. He knows paper, to be sure, and makes a business of prompt service. In addition, his experience with the problems of paper users can often spark suggestions that can save you time, worry and dollars as well. There is an Oxford Paper Merchant near you in any of 68 principal cities from coast to coast. Get in touch with him today and ask for a copy of the helpful Oxford Paper Selector Chart, or write direct to us.



**Oxford Paper Company**

230 Park Avenue, New York 17, N. Y.

**Oxford Miami Paper Company**

35 East Wacker Drive, Chicago 1, Ill.

**MILLS AT RUMFORD, MAINE  
AND WEST CARROLLTON, OHIO**

# 6 Steps to Ease War-Induced Worries That Now Grip Your Salesmen\*

## Your salesmen are worried:

**About the security of their jobs.** They wonder when their non-sales friends kid them about salesmen no longer being really necessary.

**About their pay from commission.** They've bought homes, autos, and refrigerators in the belief that sales—and commissions—wouldn't fall below certain levels. And now you—and they—are getting whacked by materials shortages.

**About their territories.** If manpower gets tight how'll they be shifted?

**About their job routines?** How can they perform a useful service when they don't have to ask for the order?

**About their future with you.** If they're called into service for a short or long time, where will they fit in when they come back? And when they do come back, will they be penalized for being away by your failure to give them a crack at the top jobs?

**But most of all they are worried about whether you have a PLAN.**

Your salesmen deserve to have an answer to this problem of insecurity. They have a right to know where they stand with you. You can put their minds and the minds of their families at ease. And you'll find that you have taken a great weight off your own shoulders.

What to do about it?

The solution to the problem of your salesmen's feeling of insecurity—right at the end of one of the lush-est years in sales history—is not too difficult, once you decide to come to grips with it. For most companies, it is simply a matter of anticipating the inevitable. Here are six suggested steps toward the solution of the problem:

### 1. Determine How Many Men You Need

Assume that mobilization is going to be fairly complete within a reasonably short period of time. You might as well assume it because that's what



PROSPEROUS? Yes . . . but disturbed about the future.

your men are worried about anyway. If it doesn't happen they will have that much less to worry about.

Under complete mobilization how many salesmen will you need? It is important that the mistakes that were made by many companies during World War II be avoided. Even though you don't need a single salesman to get enough orders to keep the plant busy, there is still a real sales job to be done. Someday we hope we will return to competitive peacetime selling. And when that day comes it will be the company that preserves good relationships with its trade channels and customers which will have the inside track. Therefore, be realistic and recognize there is a job that has to be done and that it will take capable sales manpower to do it.

If your company is one that sells a consumer item through wholesale and retail outlets, or retail outlets alone, pick out the key accounts on which you are dependent for the major share of your business. This is not a job of great magnitude because experience has demonstrated over and over again that a relatively small percentage of accounts produce the

large share of the volume. A fair rule of thumb is that 20% of accounts produce 80% of the volume.

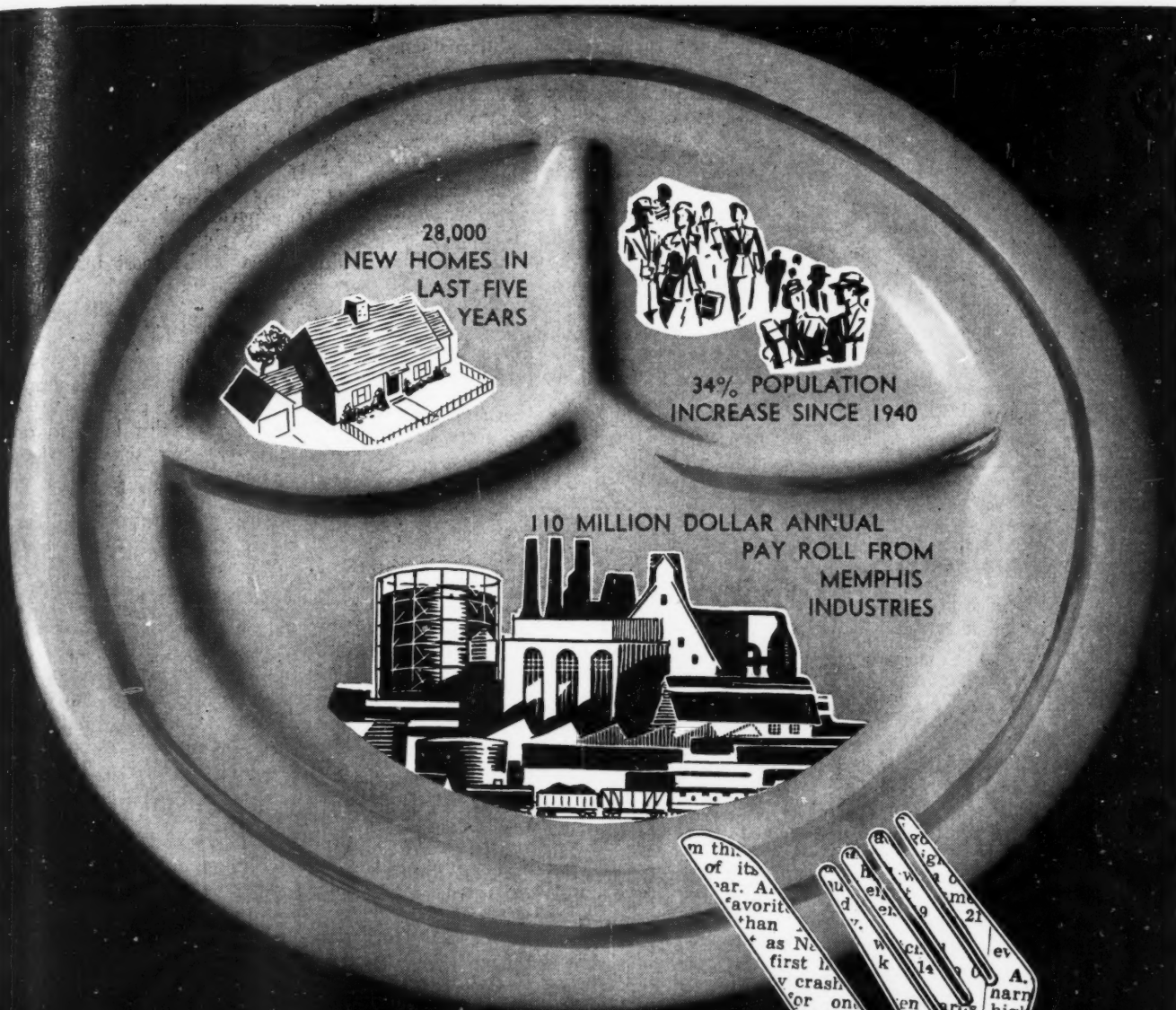
Similarly if you are selling an industrial or commercial product, either through distributors or direct to the end-user, again pick out the important key accounts. The above ratio of 20-80 will not be too far afield.

Next determine what you want your men to do in order to preserve relationship with the key accounts. Think what your men can do to be helpful to the people with whom you do business. Obviously, they will have problems too and anything that your men can do to help during a time of stress will be paid back in gratitude many times over.

Once you have determined on the type of thing that you will want your men to do, next decide how often it will be necessary for them to call on each type of account and the amount of time that will be needed for each visit to accomplish the objectives. A simple arithmetic calculation—number of key accounts multiplied by frequency of call and multiplied again by number of minutes per call

\*See "Straws in the Wind," page 114.

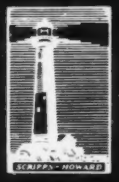




# Help Yourself...

... to the two billion dollar Memphis Market Blue Plate Special—a real treat for the advertiser hungry for results.  
Your two Memphis newspapers make it easy for you to enjoy your share, and the optional combination rate serves you a double portion at a rate saving of 18¢ per line.

THE COMMERCIAL APPEAL ★ MEMPHIS PRESS-SCIMITAR  
(Morning & Sunday) (Evening)



## MEMPHIS PRESS-SCIMITAR THE COMMERCIAL APPEAL

*Scripps-Howard Newspapers*



will give you the number of man-hours per year that must be devoted to the selling task that you have set up. If you divide the total man-hours by the number of hours of work that one man can put forth during a year (approximately 1,300) it will tell you how many men you need.

## 2. Determine How Many Men On Your Present Sales Force You Can Keep

It is most probable that you will lose some of your present salesmen. Some will be reservists (either in ac-

tive or inactive reserve) called back to service, National Guardsmen, others will be of draft age, others may be planning to retire, and there will be those you will want to let go because they are no good anyway. Take an inventory of your sales manpower, determine the military status of your men—and other conditions affecting the likelihood of their continuing service and decide how many of them you can reasonably expect to keep under a period of fairly complete mobilization.

## 3. Tell Them the Score

Having completed the first two determinations you obviously will want to compare the number of men that you will be likely to keep with the number of men that you are going to require. In some cases, this may indicate immediate shortage of sales manpower. In cases where there is a surplus, these steps are in order:

1. Check with the heads of other divisions in your company to see whether they will need any of your surplus manpower.

2. Decide specifically which men are not worth keeping because of poor performance and lack of promise.

3. Tell each man individually where he stands. Give every assurance to the men you want to keep that you intend to keep them and that you intend to protect their earning power. What should you say to the men whom you know you don't need or don't want? Tell them frankly that their futures are doubtful. There will be cases where you would honestly like to keep a man should circumstances warrant it, but know that you will not need him if mobilization becomes complete. In fairness to the man you should tell him honestly where he stands.

## 4. Adjust Your Compensation Plan for Wage and Salary Stabilization

In order to keep the men you have decided you want to keep, you must be prepared to protect their earning capacities and even provide for increases which will keep pace with changes in compensation levels under a mobilization economy. For many companies, this will mean a complete change in the method of compensating salesmen. Commission plans probably should be discarded. Under wage and salary stabilization, if we follow the same pattern as in the World War II, and earnings decline because of a cutback in production, there is little you can do to salvage the earnings of your salesmen. Under these circumstances, you are likely to

lose men that you can ill afford to lose.

You should take steps now to have a compensation plan that will assuredly protect the earnings of your men, be fair to the company and be the type of plan that is approvable by a wage stabilization agency. Drawing on experience during the last war, a straight-salary plan or a salary plus bonus is the most practical arrangement. Your plan should include proper classification of all jobs, with rate ranges applicable to each classification. The ranges should have sufficient spread to permit merit increases and the plan should provide for merit reviews on a regular basis in order to justify increases without the necessity of special approval.

## 5. Realign Salesmen's Territories

Having determined earlier the number of salesmen that will constitute your mobilization sales force, it is well to plan in advance how the national market (or whatever territory you serve) is to be divided among your men. Having determined in Step 1 the total sales work load in man-hours, it is essential that the over-all task be equally divided on as nearly an equal work load basis as is practical. The same kind of calculation involving number of accounts and time to be spent with them will provide the basis for equitable division of sales work load among territories.


## 6. Train the Men

The last step, but by no means the least important, is that plans be made now for training your salesmen in the revised concept of the selling job under mobilization. Obviously, the revised job will be substantially different from that which the men have been called on to do under a competitive economy. Don't leave it up to each man to figure out for himself the best way to utilize his time. This is a matter for management decision and the men should be instructed in what they are to do.

Here, then, are some suggestions as to how a current problem can be dealt with. These suggestions may not be applicable to all companies. And all sales managers may not agree with them. But if they stimulate some thought and it is hoped constructive action, it will help to relieve both salesmen and sales managers of a current worry.

**BY CARL T. HOFFMAN**  
**McKinsey & Co.,**  
**Management Consultants**

SALES MANAGEMENT



**NO  
QUESTION  
ABOUT  
IT**

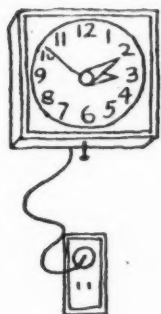
The rich **QUAD-CITY** market (Davenport, Iowa, Rock Island, Moline and East Moline, Illinois) will give you stepped up sales! 1950 Sales Management of Buying Power figures reveal total retail sales of \$235,537,000 . . . and remember Davenport has an average effective buying income per family of \$6,123!

**PUNCTUATE YOUR SALES  
IN THIS  
RICH QUAD-CITY MARKET  
BY USING**

*The Davenport  
Newspapers*

The Only Newspapers with Home-Delivered Circulation on both the Iowa and Illinois sides of the important Quad-City market.

**THE DEMOCRAT & LEADER**  
**THE DAILY TIMES**  
represented nationally by  
Jann & Kelley, Inc.



This is the "pop"  
that Pop bought, even  
though the rest of the family  
preferred another brand.



That's right —  
no ice-cold refreshments (unless they're still in the grocer's cooler).

Because, even though Pop's thirsty, he knows that in his home, as in most American homes, *buying is a family affair.*

One good way to sell soda pop, cars, or coffee — anything that's sold to the family — is through the magazine the whole family reads and trusts — **THE AMERICAN MAGAZINE.**

For it's a fact that this is the *best-liked* magazine in more than 2,500,000 of America's most prosperous homes. In these homes more than 85% of the men, the women, and the young adults each spends an average of 5 hours and 24 minutes reading every issue.

**THE AMERICAN MAGAZINE** is designed to appeal to the whole family — to bring the family together as a group. And this is your *key to sales*, because your product is sold the moment mother, father, sister, and brother get together and agree to buy.

Advertisers with good things to sell can sell the whole family through the pages of the family's well-loved and respected friend — **THE AMERICAN MAGAZINE.**

THE



**merican**  
MAGAZINE

The Crowell-Collier Publishing Company, 640 Fifth Ave., New York 19, N. Y. Publishers of **The American Magazine**, *Collier's* and *Woman's Home Companion*

JANUARY 15, 1951

87



1. Counter displays were developed . . .



2. Self-display cartons now play key roles . . .



3. Layouts for related items were designed to capitalize on . . .



4. Advertising in dealer and consumer publications.

## Skilsaw Integrates Advertising With Displays for Retail Pay-off

Skilsaw, Inc., Chicago, starting business in a small way in a loft, manufacturing power tools, operated entirely in the industrial field for approximately 25 years. Then, due to changing conditions and a desire to broaden its opportunities, it began to manufacture and market home shop tools in the middle of 1949. This

meant that a decided addition to its merchandising methods was necessary.

During the years that Skilsaw concentrated entirely on industrial selling, it merchandised entirely through mill supply, construction and automotive distributors, some 2,000 of them. When it started to produce

home shop tools, it added about 500 hardware wholesalers. These supplied thousands of dealer outlets.

"Taking such a radical step, moving into a new market with a larger line of products, and dealing with an entirely new group of customers, created problems with which we were entirely unfamiliar," says Paul Watts,



something missing...



like California without the

# BILLION DOLLAR VALLEY OF THE BEES



● Don't take your eye off *inland* California—the Billion Dollar Valley of the Bees. That's a market *independent* of coastal California—with twice the buying power of Boston . . . twice the retail sales of Pittsburgh.\* And it's a market you *do* miss unless you advertise *inside* the Valley—in the strong *local* papers that inland Californians naturally prefer.

Those are the three McClatchy newspapers—The Sacramento Bee, The Modesto Bee and The Fresno Bee. Each is the unquestioned favorite in its *own* rich part of the Valley. Each one reaches 9 out of 10 families in its ABC city zone . . . half of all families in its ABC trading area. And together, they cover the whole 500-mile Valley as does no other newspaper combination.

\*Sales Management's 1950 Copyrighted Survey

**THE SACRAMENTO BEE • THE MODESTO BEE • THE FRESNO BEE**



**McClatchy Newspapers**

National Representatives . . . O'MARA & ORMSBEE, INC.

New York • Los Angeles • Detroit • Chicago • San Francisco

## HOME BUILDING BOOMS!

### ST. PETERSBURG Second in Florida

For the SECOND YEAR in succession, St. Petersburg sets NEW BUILDING RECORDS. More than \$30 millions total building for 1950 is 23 per cent AHEAD of 1949. SECOND HIGHEST IN FLORIDA.

TWO THIRDS OF THIS AMOUNT IS NEW HOME CONSTRUCTION.

TIMES CIRCULATION reflects this HEALTHY, CONSISTENT GROWTH. Total net paid on Dec. 17, 1950 was 52,293.

This is a GAIN of 12% for the 12 month period and 53% gain since 1945.

This is good news for advertisers in the

ST. PETERSBURG—FLORIDA

Daily **TIMES** Sunday

Represented by  
Theis & Simpson Co. Inc.  
New York Detroit Chicago Atlanta  
V. J. Obenauer, Jr. in Jacksonville, Florida

NEW JERSEY'S FOURTH LARGEST MARKET

**Bayonne**  
**EATS WELL**



You bet we eat well in Bayonne. We spend \$284.16\* per person or—40.3% MORE on FOOD in Bayonne than the national average. Get your share of this premium market by advertising in the only newspaper with 99.85% of its circulation concentrated in the City of Bayonne.

\*Source—Sales Management

**Bayonne CANNOT BE SOLD FROM THE OUTSIDE**

Send for the TIMES Market Data Book

**THE BAYONNE TIMES**

NATIONALLY REPRESENTED BY

**BOGNER & MARTIN**

295 Madison Ave., N. Y. • 228 N. LaSalle St., Chicago

general sales manager. "For the first time in our experience we were faced with finding ways to get our products off of dealers' shelves. That meant, of course, consumer advertising and perfecting an entirely new approach to promotion. Our first six months brought no dramatic improvement in our sales. That time was devoted largely to getting our plans made.

"Starting with 1950, however, we got into motion. For the first nine months of this year we doubled our sales as compared with the same period of the year before. Home Shop tools now account for approximately 46% of our business and our total business is up 108% over 1949. We now have 85 salesmen where we previously had 65; we maintain 30 branch offices where before we had 26. Consider these figures and I think you will see unusual progress."

### Formerly: On-the-Job Selling

During the full quarter century of strictly industrial selling, Mr. Watts further explains, Skil tools were sold by personal contact, demonstration and instruction. It was on-the-job selling. Packaging meant little because package labels and display meant nothing. With the addition of home shop tools, the package became of vital importance. It had to tell the story, it had to attract attention, it had to compete with rival items on dealers' shelves.

When Skilsaw's sales were concentrated on the industrial market there was no need for counter displays or floor displays. People did not come into the stores to buy. The salesman took the tool to the point-of-sale. Now for the first time store sales became of first importance and so all the gadgets and froligans that go with retail merchandising had to be developed. That, plus the proper training of sales people.

A trade paper campaign was instituted to reach the 20,000 hardware dealers scattered throughout the United States. Folders have been sent out by direct mail to reach them, too. Newspaper mats were made available to dealers. They are backed by advertising in *Parade*, *This Week* and selected Sunday newspapers in the metropolitan centers.

During the fall and Christmas campaign a total of \$125,000 was spent on advertising and promotion and this will be increased in 1951 if Government controls do not cut too drastically into production. Skilsaw started with one portable saw in 1924. By 1950 the business has shown a gain of more than 2,000% over 1940. Skilsaw now has 780 employees.

Skil home shop dealer aids may be summarized as follows:

**National advertising:** Display space in *The Saturday Evening Post*, *Parade*, *This Week*, *Popular Mechanics*, *Better Homes and Gardens*, *Popular Science* and *Homecraft*.

**Store displays:** Two home shop tool merchandisers are offered to help in promotion to the home tool market. One is a counter display for limited space, the other, larger, a floor display.

**Self-display cartons:** Individual Skil home shop tools in colorfully packaged cartons which open into self-display units with complete selling information and price tags.

**Free promotional material:** Skil home shop literature, catalogs, stuffers, counter pieces, catalog pages and folders; also, window streamers, ad reprints, and special promotional helps as for Father's Day and Christmas selling. Radio spot announcements and television commercials on film are also available.

All this matter is aimed to interest home owners, hobbyists, farmers, carpenters, repairmen and others. Two separate catalogs are available, one for the home shop market and the other for the industrial market. Both catalogs, in color, not only show pictures of the tools but are well illustrated with candid shots showing action pictures which illustrate uses. Complete information, including specifications, is given.

### Have Selling Tools

Skilsaw company salesmen, going to hardware distributors and wholesalers early last fall, carried a loose-leaf presentation, 14x16 inches, which fully illustrated the entire promotional plan for the pre-Christmas drive, entitled, "It's the Biggest Promotion in the Home Shop Field!" Plus this, "Everything you need for bigger power tool profits. . . . Helps your men increase sales. . . . Creates more customers for your retailers. . . . Helps close sales in your retailers' stores."

Pockets in the presentation carried samples of all printed matter, stressing "Four big mailings!" These included:

1. The campaign announcement piece.
2. Display deal mailing to retailers.
3. A Christmas promotion broadside.
4. Reprint mailing of a *Saturday Evening Post* full-page advertisement.

After that, a final message: How

SALES MANAGEMENT

are your stocks? Check them now! How are your retailers' stocks? Have your men check them now! What promotion pieces can you use? Order them now! Bulletin your sales organizations! Bulletin your dealer organizations! Hold sales meetings NOW!

Two men head the selling force of Skilsaw. These are the general sales manager and the advertising manager who work closely together. On the next level are four divisional managers, each operating out of the general offices in Chicago. They work as a closely knit group and all policy decisions are based on group thinking. They call this by an old, familiar name, "Grassroots thinking." The company assiduously participates in all major shows in the hardware,

industrial and automotive fields.

Company salesmen are available at all times to help jobbers with sales meetings, to make service calls and to give demonstrations. Each branch office carries a full stock of parts and stands ready at all times to give service on both home shop and industrial line tools.

"We believe that the way to get business from a distributor is to live with him," says Mr. Watts. "We insist that our men see our distributors often because we have alert competitors. But we frown on high pressure selling. As our home shop line is so new, we feel that we have educational problems. Because so much has to be done along these lines we hold an annual meeting in Chicago plus six regional meetings.

### Sales Letter—Defense Style

Government paperwork once again has come between the buyer and seller in many transactions. DO (defense order) priorities must be properly accounted for. When it's necessary for Alloy Metal Wire Co. Inc. to ask its customers for additional information the sales department sends the following form:

#### Alloy Metal Wire Co. Inc.

PROSPECT PARK, PA.

Re: Your Order  
Our Order

Gentlemen:

Reports which we must make to substantiate the allocation of raw material to us now require more information than is furnished on your order. It will be of mutual help if you will furnish promptly the information checked below. Duplicate copy is enclosed for your convenience. Please sign.

- ( ) Priority ..... (Extend Priority)  
( ) Complete End use (all orders, rated or nonrated) .....  
( ) Government Contract Nos. ....  
( ) Lead Time—Insufficient .....  
Indefinite

Very truly yours

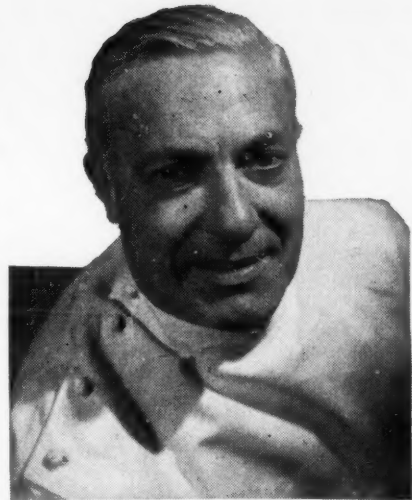
ALLOY METAL WIRE CO., INC.

Signature

Date

Note: Quantities on rated orders should not exceed priority authorization.

Non priority orders are currently on indefinite delivery basis, but will be scheduled for production at the earliest possible date, unless restricted. When allocation is made you will receive formal acknowledgement.



**He'll Be Listening  
TO THE MESSAGE YOU SEND  
BY HIS OWN**

### STATE MEDICAL JOURNAL

HE reads and respects his own State Journal for its scientific papers, turns to it for local news of the profession, depends upon its advertising messages—always acceptable to the A. M. A. Councils.

Spot your campaign in the states you choose, or broadcast it to every doctor in the 42 states covered by the 34 State Journals! Whatever your needs or your budget, our 29 Convenient Space Budgets will help you allocate your medical advertising dollar to the best advantage.

Glad to send you a set of these time-saving figures now. Just say "Budgets," and address

#### STATE JOURNAL ADVERTISING BUREAU

of the American Medical Association  
535 N. Dearborn Street • Chicago 10, Illinois

#### 34 State Journals Covering 42 States

ALABAMA, Journal of Med. Assn. of  
ARIZONA, Medicine  
ARKANSAS, Med. Society, Journal of  
CONNECTICUT State Med. Journal  
DELAWARE, Med. Journal  
DISTRICT OF COLUMBIA, Med. Annals of  
FLORIDA, Med. Assn. Journal of  
GEORGIA, Journal of Med. Assn. of  
HAWAII, Med. Journal  
INDIANA, State Med. Assn. Journal of  
IOWA, State Med. Journal of  
KANSAS, Med. Soc. Journal of  
KENTUCKY, Med. Journal  
MAINE, Med. Assn., Journal of  
MICHIGAN, State Med. Soc. Journal of  
MINNESOTA, Medicine  
MISSOURI, State Med. Assn., Journal of  
NEBRASKA, State Med. Journal  
NEW ENGLAND, Journal of Med. (Mass.,  
New Hamp.)  
NEW JERSEY, Journal of Med. Soc. of  
NEW ORLEANS, Med. and Surgical Journal  
NORTH CAROLINA, Med. Journal  
NORTHWEST MEDICINE (Oregon, Washington,  
Idaho & Alaska)  
OHIO, State Med. Journal  
OKLAHOMA, State Med. Assn., Journal of  
PENNSYLVANIA, Med. Journal  
ROCKY MOUNTAIN, Med. Journal (Colo., Utah,  
Wyo., New Mex., Mont.)  
SOUTH CAROLINA, Med. Assn., Journal of  
SOUTH DAKOTA, Journal of Med.  
TENNESSEE, State Med. Assn., Journal of  
TEXAS, State Med. Assn., Journal of  
VIRGINIA, Med. Monthly  
WEST VIRGINIA, Med. Journal  
WISCONSIN, Med. Journal





CLINT YOLE'S WEATHER: 7,567 responded to Ceresota flour's offer over WNBQ, Chicago, for a clothes pin apron.



SALADMASTER's sales chief demonstrates on his WFAA-TV show, does not mention price, but asks viewers to request home demonstrations. They do.

## Close-ups of Low Budget TV Shows That Bring High Viewer Response

BY TERRY ARMSTRONG

You don't have to have a million dollar show to make a hit with tele-viewers. A sampling of commercials in 11 TV areas, including smaller ones, finds people readily responding to offers of premiums, booklets, and reminders.

Some program sponsors are going in for "operations tandem" in their television promotion. That is, they are seeing to it that their TV activities perform a double-barreled function. By incorporating in their programs such features as special offers, booklets, premiums and contests they are increasing and sustaining the impact of their televised sales messages.

More specifically, it has been found that such an approach offers these advantages:

1. assists the sponsor in evaluating

the pulling power—and the timing—of his program or spot announcement

2. provides a swift method of getting into the hands of consumers such sales aids as literature, instruction leaflets, product reminder items

3. increases consumer interest

4. builds goodwill and product preference

In a recent cross-country study SM has found that this type of TV presentation is bringing satisfying re-

sponse to advertisers in various and sometimes unusual sponsor classifications.

There is, for instance, the "harmonica deal" which pulled so well for Sherman, Clay & Co., a music store in San Francisco. This concern, since 1949, has been sponsoring the "Music Album" which features Hal Shutz at the Hammond Organ in 15 minutes of classical and popular favorites with a guest vocalist. It is telecast every Friday at 7 p.m. over KPIX. A few months ago an offer of a free harmonica was made to those viewers who wrote into the program. Result from the single announcement? More than 3,000 requests for the mouth organ were mailed to the studios of KPIX. The music shop which has received steady sales response from its telecasts not only created a great amount of goodwill with the offer, but also received



# EVERYBODY'S HAPPY...

## ...about the New AMPRO *Stylist* 16mm SOUND PROJECTOR

***Serves Six Vital Management Needs  
Effectively, Easily, Economically!***



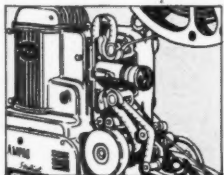
**LIGHTWEIGHT, COMPACT...**  
weighs only 29 lbs....  
a woman can carry it!



**FAST, EASY SET-UP...**  
An office boy can set  
it up ready to run in  
seconds!



**FULL HOUR SHOWINGS...**  
without interrupting  
for reel changes!



**EASIEST TO THREAD...**  
patented "film cradle"  
pampers film, too!



**CENTRALIZED CONTROLS...**  
handy panel arrange-  
ment puts everything  
right at your finger-  
tips!



**UNCONDITIONALLY GUAR-  
ANTEED BY AMPRO...**  
against defective ma-  
terials and workman-  
ship!

- Job Training
- Personnel Relations
- Product Marketing
- Public Relations
- Production Problems
- Sales Training

High-salaried executives and small businessmen alike agree that Ampro's Stylist is the standout projector buy... and we've the letters to prove it!

The amazing Stylist is so light that your secretary can carry it with ease—weighs only 29 lbs. And Ampro's patented film cradle makes damaged film a near impossibility—threading is foolproof, too! Best yet, you can enjoy full hour showings without reel change. Add advantages like fast, easy set-up and simple centralized controls—you've got a lasting projector value by all comparisons.

Put the Stylist to work on the six jobs listed above. **\$375<sup>00</sup>**  
Get the facts—fill out the coupon for today's mail!

Complete with 8" Speaker and Carrying Case



# Ampro

**AMPRO CORPORATION**  
(General Precision Equip. Corp. Subsidiary)  
8mm Cameras and Projectors  
Slide Projectors • 16mm Sound-on-film  
Tape Recorders

**—MAIL COUPON! WRITE NOW!—**

Ampro Corporation SM-1  
2835 N. Western Ave., Chicago 18, Ill.  
Rush me FREE illustrated literature on the  
amazing Ampro Stylist projector for industrial  
use... also folder on Ampro Model 690 Power  
Speaker.

Name.....

Address.....

City..... Zone..... State.....

**HERE IS**

**INTENSE  
BUSINESS  
STIMULATOR**

**THE  
MAGIC OF**



**S-T-R-E-T-C-H-I-N-G**

**RUBBER  
ADVERTISING  
DOLLARS**

It is ACTION! DRAMATIC-EXCITING-It's a RIOT!  
NOTHING LIKE IT FOR CONVENTIONS!  
**LOADS YOUR POCKET WITH  
ON-THE-SPOT DEPOSIT CASH**

Let us send you actual samples of sales tested Rubber Money. A ten-second demonstration to business men everywhere, anywhere, on how to s-t-r-e-t-c-h more profits out of their advertising dollar is all you need to collect that substantial cash deposit (yours to put in your pocket). Merchants, retailers, bankers, wholesalers, manufacturers, want premiums to "tie in" with their "Stretch Your Dollar" or "Saving" campaign. We furnish samples and ad-writing folder so you can easily write sales stimulating ads for all types of businesses. This is LUCKY MONEY'S BIGGEST YEAR. Write for sales kit today.

**H. MEINHARDT CO., Inc. Dept. SM-1**  
4218 Lincoln Ave. Chicago 18, Ill.

**Make your reports, proposals, presentations more effective!**



**CLAREPORT®**

**PRESENTATION  
COVERS\***

Full size clear acetate cover for smart visibility. Back cover stock of sturdy, attractive Beau Brilliant in 8 colors. Sheets are held with simple, invisible brass fasteners. Stock size holds up to 100 sheets, size 11x8 1/2. (Other sizes to order). Only 15c each (for 1,000) 25c each (for 100). We can also imprint your name at small additional cost.

Please write for free sample, SM-1.

**Exclusive with**

**The Belford Co., 68 Greene St., N. Y. 12**

We also specialize in all types of custom-made binders, portfolios and presentation covers. Tell us your problem—we'll help you solve it quickly and inexpensively. \* U. S. Patent #2480917

complete confirmation that its program had an enthusiastic following.

The give-away offer technique proved to the Milk Foundation (dairy association of the twin cities, Minneapolis and St. Paul) that the telecasting time, 6:25 to 6:30 p.m. could assure a sizeable audience. A free food scrapper was promised to each person who wrote into the station, WTCN-TV, Minneapolis, and mentioned the show. The offer was made on three telecasts—Monday, Wednesday and Friday. The vehicle used was "John Ford's Wirephoto News" and the cost of each show to the sponsor was \$100. Approximately 2,000 letters and post cards asking for the item were received.

#### A Limited Offer

Here's a case of a *limited* offer. Von Allmen Preserving, Inc., Louisville, Ky., made a test during one of their one-minute weekly spots on the "Good Living" show, a home economics program telecast over WHAS-TV. The Von Allmen offer, made by Marion Gifford, one of the stars of the show, promised to send a free jar of strawberry preserves to the first 50 TV viewers sending requests to the program. The fact the offer was specifically limited to the first 50 did not deter 280 persons from writing into WHAS-TV—for that was the number of mailed requests received the next morning. Sponsor's program costs amounted to \$45 per announcement on a 26-time schedule.

To promote sponsor interest in its daily 15-minute program, "Sportraits", and its weekly hour of "live" wrestling, station WHAS-TV, Louisville, last summer staged a unique contest. With the use of film clips, a different wrestling hold was demonstrated for five consecutive nights on the "Sportraits" show. The prize was nothing more than a free ticket to the local wrestling matches—and entrants raced against each other, in that the first 10 respondents from the Louisville area and the first 10 from outlying districts identifying the holds were declared winners. The tally showed that there were 397 entries in the contest and this result sparked further sponsor interest.

From Miami comes additional evidence of the pull of the gift offer approach. A car servicing company, Johnnie & Mack, decided to offer a convenient bottle holder (regular retail price 59 cents) over television station WTVJ exclusively to determine the effectiveness of the medium.

The gift bottle holder was offered

just one day—in the afternoon during a two-minute announcement at 3:30 p.m. and in the evening in a 5-minute spot at 7:30 p.m.

When a deluge of 1,850 requests for the gift item—from just these two mentions—overwhelmed the sponsors they were convinced of the efficacy of TV advertising to the extent that they immediately contracted with VTVJ for spots and programming to the total of \$2,000 in time charges beginning last October 1st.

In Dallas, the manufacturers of Saladmaster, a \$29.95 kitchen utensil, have been sponsoring a weekly half-hour live audience participation show over WFAA-TV. Called "Family Fued", it features two young married couples who appear in pre-arranged stunts, quiz games and charades. They vie for the several valuable prizes offered on each telecast. Talent, besides audience participation, consists of comedian-emcee, Bob Stanford and his wife, Agnes, and postman-actor, Easy Marvin.

Harry Lemmons, sales manager of Saladmaster, does the two commercials. He demonstrates the eight piece utensil which performs 200 operations but he makes no mention of price. He does, however, ask viewers to write in for a home demonstration. Within 30 to 45 minutes of each program 60 to 100 telephone inquiries have been received and the day following always brings a satisfying crop of letters and cards requesting a home demonstration of the Saladmaster. Success has been so marked that the company at times has used part of the commercial for the purpose of recruiting salesmen. Furthermore, a high type of individual has responded to the opportunity offered by Saladmaster to get into the sales field. Time charges for this program come to about \$180 per program.

#### 8 Spots: 1,401 Requests

The Pledged Quality Laundries in Washington, D. C. found that their offer of a child's coloring book pulled to the extent of 1,491 requests in just eight one-minute live spots on station WTOP-TV's "Jim Simpson" program. This was achieved at a cost—for the entire program—of \$138 a week.

A special offer provided a yardstick for measuring the appeal of the "What's Cookin' Show", a week-day program appearing over KSTP-TV, Minneapolis, from 12:45 to 1:15 p.m. Bernice Hulin, hostess of the show made but one mention of the fact that viewers could receive a brightly colored plastic apron by



merely sending in their names and addresses. The co-sponsors of the presentation, Kuehn-Pearson Brokerage Co. and Winston-Newell Co., found that this one announcement pulled 2,000 requests.

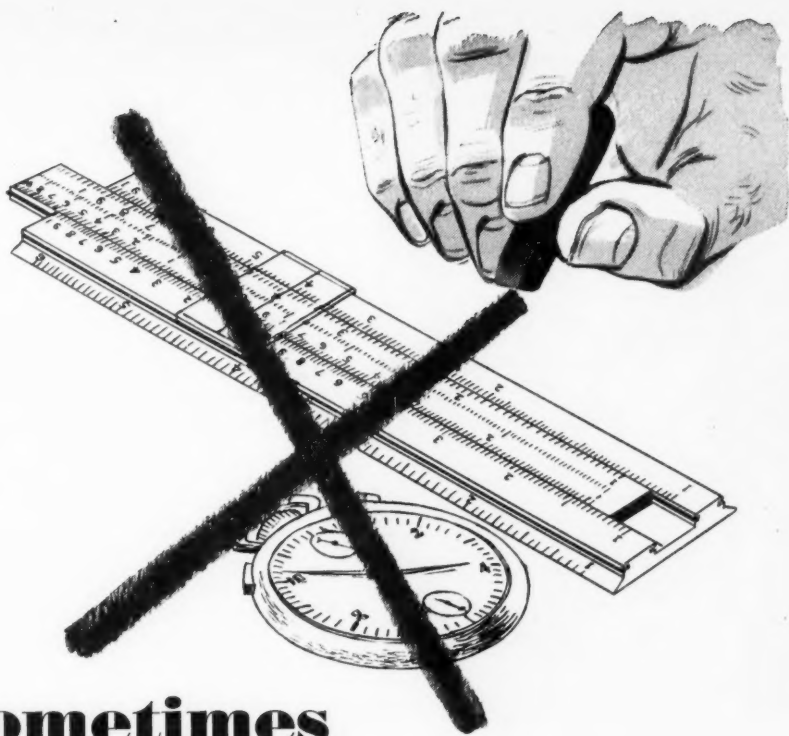
The contest angle has been employed most successfully on the "Jimmy's Junior Jamboree" show over KSTP-TV, Minneapolis. During the "Drawing is Fun" once-a-week segment of his Monday-through-Friday sponsor participation program, emcee Jimmy Valentine, suggested that kiddies in the audience send in drawings of their own creation and promised that a few of the very best ones received would be shown on the TV screen the following week. Did the kids respond? One thousand drawings were received in the few days following the announcement. Despite the fact that Valentine immediately repeated his warning that only a few pictures could possibly be selected for a TV showing the next week's mail brought in entries in excess of 1,000.

#### 97 Calls on This One

The Hastings Alumitile Co., Los Angeles, tried an interesting experiment by way of a special offer this past fall. The company selected a one-minute live spot on "Movie Gems", station KTTV's feature-length movie program shown Monday through Friday, 3:30 to 4:30 p.m. It offered to tile a 4 x 10 foot area around a bath tub for \$39.50, price including materials and installation. This single one-minute announcement—at a cost of only \$80—netted 97 calls although it involved considerable outlay on the parts of the respondents.

A firm which has frequently tied in premium offers with its TV activities is the Standard Milling Co., Chicago. Since September 1949 Standard has been sponsoring "The Weatherman", a 10-minute program seen over WNBQ at 10 o'clock in the evenings Mondays through Fridays. It is a live show featuring Clint Youle, meteorologist, who presents the story of the weather—present, past and future—with the aid of charts and maps. The only other persons appearing on the show are Youle's wife, Jeanne, and his brother, Bruce, who handle the commercials.

On one occasion a scatter-pin was offered in return for 50 cents and a cut-out trademark from a Ceresota flour bag. After 11 telecasts, 2,181 half-dollars and accompanying trademarks had been received. When a clothespin apron was offered for 25 cents and a cut-out trademark the re-



## Sometimes even these won't do...

Many machine operations in a modern industrial plant are so rapid the eye can't follow. Time and motion studies by usual methods often fall short of the needed exactness.

Because accurate analyses can mean the difference between profit and loss, many plant engineers now depend on movies taken with Bell & Howell precision equipment.

The extraordinary precision with which Bell & Howell cameras, projectors and accessories are built make them ideal for all industrial needs.

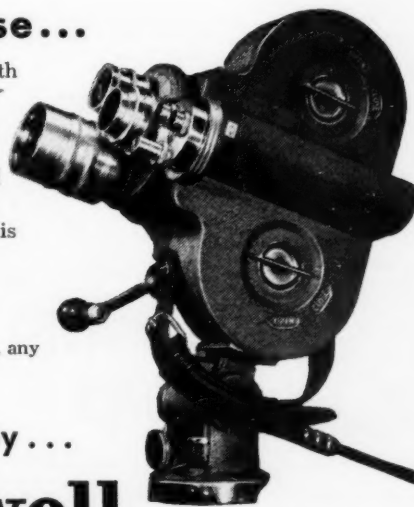
### Basic for industrial use...

The 16mm 70-TM shown here, is built for both heavy-duty and precision work. 7 accurate film speeds especially for time-study—500, 750, 1000, 1500, 2000, 3000, and 4000 frames per minute. Accurate spring drive. Adapted to take electric motor. The wide variety of accessories and adaptations available for this camera make it ideal for any industrial purpose. Special projectors for time study use also available.

**Guaranteed for life.** During the life of the product, any defects in workmanship or material will be remedied free (except transportation).

You buy for life when you buy...

## Bell & Howell



**BOOKLET SHOWS HOW MOVIES AID IN TIME-MOTION STUDIES**  
(Tear out and send today)

Bell & Howell Company, 7190 McCormick Road, Chicago 45, Ill.

Gentlemen: Please send me your free booklet, "Measure Time Accurately."

Name \_\_\_\_\_ Address \_\_\_\_\_  
City \_\_\_\_\_ Zone \_\_\_\_\_ State \_\_\_\_\_



C. G. Schreyer has been named vice president of the merchandising division of Bell & Howell Company, Chicago, manufacturers of motion picture equipment. He is one of 268,873 daily Wall Street Journal readers from coast-to-coast. To reach men who are stepping up in business, advertise in America's Only National Business Daily. (Adv.)



**THE ONE  
NEWSPAPER**

**DOMINATING**



**CALIFORNIA'S  
SECOND FASTEST  
GROWING COUNTY**



**IS THE  
SAN MATEO  
TIMES**

SAN MATEO COUNTY, CALIFORNIA

For up-to-the-minute facts and figures write for our new brochure.

National Advertising Representatives

**GILMAN,  
NICOLL  
& RUTHMAN**

NEW YORK • CHICAGO • PHILADELPHIA  
BOSTON • LOS ANGELES • SAN FRANCISCO

sponse was still heavier. The count after 13 shows was 7,567 quarters—each with the Ceresota trademark.

A letter contest helped E. W. Edwards & Son, leading department store in Syracuse, N. Y., to measure its TV audience. For the four weeks preceding Christmas, the store sponsored a special "Santa Claus" program on Mondays, Wednesdays and Fridays over WHEN. Santa, of course, was the star of the presentation which featured the Edwards toy department. Santa invited the boys and girls of Syracuse to write to him and promised that he would read the most interesting letters on his program. During the four week period 4,200 letters were received. And it was reported that the television activity was greatly responsible for the near-sell-out in the toy department the week before Christmas. In fact, merchandise that was being used for the program's display purposes in WHEN's studio had to be recalled to the store to replenish stocks.

Sponsor's cost per program was approximately \$150 including time costs, talent, production charges, etc.

Surprisingly enough offers of "reminder items" have proved a popular part of even a religious television presentation—and requests for them have been indicative of a most simple program's phenomenal appeal. Last spring the Little White Church, Conklin, N. Y. arranged for time on station WNBC-TV located in the nearby city of Binghamton. While a similar program had proved popular on radio for several years, Reverend Paul Griffiths, pastor, and the station officials felt that practically an entirely new audience could be won via TV.

#### Creates Demand

This conviction was well founded because when the program went off the air for the summer more than 5,000 letters (from Binghamton, and neighboring cities of Endicott and Johnson City) were received asking when the program would be resumed. This response precipitated a contract for 26 more weeks of TV time over station WNBC-TV beginning this past fall. Called "Down Memory Lane", the program consists of music by a choir and a vocal trio, sometimes a violin solo, and a brief prayer or spiritual message. While the Little White Church is a Baptist church the half-hour Sunday afternoon program is entirely non-denominational and is supported completely by donations on the part of the TV audience.

During the telecasts, Reverend Griffiths thanks the audience for its



Jan. 8, 1951

donations and three mementoes of the program are displayed on the TV screen. The viewers are informed that they may have any one of the three little tokens by simply writing to "Box 100." These mementoes are a key chain bearing a replica of the church, a desk calendar and a booklet. According to latest reports letters for each have amounted to about 1,500—a total of approximately 4,500 requests.

#### Offers of Booklets

Offers of booklets and leaflets telling how to do things or describing the proper care of things seem to bring in a bumper crop of requests. Such offers are frequently made on women's programs such as "Your TV Shopper", a morning program telecast three times a week over WABD, New York City. Maggie Johnson, lady emcee of the show, occasionally has representatives of leading companies as guests to discuss various topics of interest to housewives. Frequently some of these guests have booklets especially prepared by their respective firms and industries and which are available to the "Shopper" audience. Examples of results (in numbers of requests)—after only one mention on the program:

3,000—Cannon Towel booklet  
2,000—Azure Eye Makeup Chart  
1,775—"Ribbons and Bows" booklet

From the reports coming in from other cities where television facilities are available, advertisers are learning that TV provides an excellent means for merchandising their sales aids—and to most susceptible customer prospects.

## Wall St. Journal Adds New Outlet

**Chicago Journal of  
Commerce is merged  
with Dow, Jones group.**

The *Chicago Journal of Commerce* has been sold to Dow Jones & Co., Inc., publishers of *The Wall Street Journal*. Beginning with the issue of January 2, 1951, the Chicago newspaper became "The *Chicago Journal of Commerce* edition of *The Wall Street Journal*."

The *Journal of Commerce in New York City*, which is published by the Chicago newspaper's former owner, the *Journal of Commerce Corp.*, was not involved in the transaction and continues under the direction and ownership of the Ridder interests.

### Four Editions Now

This new midwestern purchase brings the number of *Wall Street Journal* editions to a total of four. The first edition outside of New York City was established in San Francisco in 1929 and serves the Pacific Coast area. In May, 1948, *The Wall Street Journal* began publication of a regional edition at Dallas, Tex., which circulates in the Southwestern States.

The *Chicago Journal of Commerce* has a daily circulation of 33,960 according to its latest publisher's statements submitted to the Audit Bureau of Circulations. The national circulation of *The Wall Street Journal* on that same date was reported as 157,491. "While there is a very small overlap between the *Chicago Journal of Commerce* circulation and the circulation of the New York edition of *The Wall Street Journal*," said Bernard Kilgore, president of

the Dow Jones company, "I do not think there will be any loss of circulation because of duplication."

The Chicago paper was founded in 1920 by A. S. Ames. It was sold by the Ames interests in 1947 to the Ridder interests which have operated it in conjunction with the *Journal of Commerce in New York City*. John D. Ames remained under the Ridder ownership as editor and publisher and has joined the Dow Jones staff as a top executive in that company's new Middle West organization.

With acquisition of the new Chicago edition, the Dow Jones group

of publications will employ more than 1,000 full-time employees, of which approximately 250 comprise the news and editorial staff.

Mr. Kilgore wryly admits that *The Wall Street Journal's* name is sometimes cause for confusion.

"About 15% of our circulation is composed of subscribers engaged in all types of financial activity. More than 60% are men in industry and commerce. We think we do a good job of financial news, but our real strength and usefulness lies in the attention we pay to what businessmen in all types of activity want."

ALL BUSINESS IS LOCAL • ALL BUSINESS IS L  
BUSINESS IS LOCAL • ALL BUSINESS IS LOCAL •  
IS LOCAL • ALL BUSINESS IS LOCAL • ALL B  
LOCAL • ALL BUSINESS IS LOCAL • ALL BUS

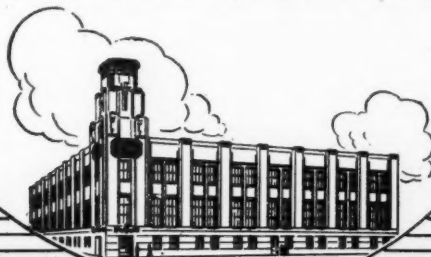
# In Akron-

## Only one newspaper influences local business

Summit County which includes Akron, Barberton and Cuyahoga Falls, has a 1950 population of 407,981. This single county constitutes the greater part of the compact Akron Market.

Here is a rich county, individual in its interests, population characteristics, industries and buying and living patterns.

Here is a rich county where all buyers are united in their newspaper reading habits. The Akron Beacon Journal's 100% coverage of Summit County proves this to be a fact.



# AKRON BEACON JOURNAL

John S. Knight, Publisher—Story, Brooks & Finley, Rep.

See...

**Dealers Double  
Home Improve-  
ment Sales**



January Issue

**BUILDING  
SUPPLY NEWS**

Read USN's 25 plans for increasing home improvement sales, appearing in the January issue. (Pages 50-58)

5 South Wabash Ave., Chicago 3

JANUARY 15, 1951



## Grand Union

(Continued from page 39)

treasurer; Lloyd W. Moseley, secretary and personnel director; William F. Dempsey, president of Food-O-Mat Corp., and Earl R. Silvers Jr., assistant to the president.

Under Davern, among others, are William W. Brady, general sales manager of the stores.

Under Milburn are four division managers: metropolitan, New York City, covering Long Island and up the Hudson to Peekskill; suburban, Englewood, N.J.; central, Binghamton, N.Y.; and northern, Albany, which reaches to the Canadian border.

The Route Division, under Davenport, embraces regional directors in New York City, Scranton, Pittsburgh, Indianapolis, Omaha and Tulsa, and 135 district sales managers, working from branch offices in 51 cities.

All the 850 route men and the 300 store managers are "enterprisers"—their incomes being determined by their own sales productivity.

Profit-sharing with store managers began in 1934 when the company was all set to close a half-dozen heavily-losing stores. But then it decided to let the managers continue them, and offered half the profits of whatever they could make in one year. Within six months all of these stores were in the black.

"It's no accident," Shield says, "that the company's earnings have been mounting ever since."

And in a 14-store test in New Jersey, it is now determining whether sales personnel should share profits too. . . .

Grand Union is doing a lot of things to inform, train and stimulate people. But it doesn't intend to standardize them.

### No Human Robots

"America's workers," Shield says, "are becoming more standardized every day. Millions work a standard work week at standard hourly wages." One good reason for a worker to stay sober, "even though his frustrations are many," is that otherwise he couldn't find "his own little white house in a row of standardized white houses—equipped with standard television antennae."

Shield urges executives not to "talk down to our men."

He doesn't like "collective bargaining." The term suggests "a collectivist approach and then . . . haggling. Productivity does not flourish

in an atmosphere of suspicion and distrust."

Instead, "management and labor must be partners."

At Grand Union this partnership is being fostered by four major steps:

"1. To develop the kind of *climate* . . . in which our workers feel they have been treated fairly and generously.

"2. To give them as broad an *understanding* of the business as possible.

"3. To *reward* them in proportion to their contribution, and

"4. To grant them a strong *voice* in management."

In a current series of mailing pieces to its people, G.U. outlines and then details a "10-star program" to provide "your best security for yourself and your family:" "Fair-minded management," "opportunity for advancement," "on-the-job training," five-day week, holidays and vacations with pay, hospitalization and group insurance, sick leave, retirement plan.

Several are cited as Grand Union's "famous firsts."

The worker, for example, has "the privilege, without fear of endangering your job, of taking the matter up with your store manager, your district sales manager, your division general manager and, if still not satisfied, with the headquarters office" in New York.

The steady growth of the company has multiplied opportunities for promotion.

For on-the-job training G.U. offers "manuals covering all phases of store operation . . . available for your study at all times." In addition, all store people go, in small groups, for three-day refresher courses in meats, groceries, produce, dairy products, bookkeeping, checking or management, to the company's Training Center at Pleasantville, N.Y.

Meat and produce now account for nearly half of G.U. sales.

Although "Meaterias" of pre-cut and packaged meats, rapidly replace before-the-customer butchering, the meat men still have things to learn about cuts and merchandising—especially of the slower-moving parts.

In three years the manuals and courses have been revised to incorporate employee suggestions.

Check-out may seem a simple operation. Yet the 43-page Checking Manual covers 28 factors.

All manuals stress the need of being fair, sincere, friendly.

Company executives take all the courses. . . .

G.U. claims the most "liberal holidays-with-pay policy" among food chains. During the six "holiday

weeks" employees work five days, get paid for six and one-half. Full-time employees get one day of paid vacation for every month of service prior to June 1, up to a maximum of two weeks. After three months' service an employee may have one week's sick leave with pay.

Lansing Shield sees "a primary obligation of business to provide security for the worker in his old age." But he has no use for "security" which freezes initiative. In such plans the employee should hold a vested interest, and "be free to move around within industry without sacrifice of pension rights. There is nothing unsound in a pensioner receiving checks . . . from several companies."

G.U.'s plan provides for this.

Meanwhile, G.U. workers have more "say" in management. For those in warehouses and stores—both union and non-union—for each of the four store divisions, management boards have been established. Chosen by their fellows, the members serve three months, in rotation. They are paid all traveling expenses, and often directors' fees.

### Employees Recommend

At their meetings no company executive appears—unless called in for consultation. These boards, Shield says, "really take the company apart." Their ideas for improving operations are presented to management—who either adopt them or give reasons in writing why specific recommendations are impractical.

The problems of "storekeeping" are growing, too. "No longer can a man manage a super market on a 'Hey, Joe!'" basis, explains Lloyd Moseley. A single super may sell 3,500 or more items in annual volume up to \$2.5 million, and keep 50 to 70 employees busy. "The manager must organize, make plans and see that the plans are executed.

"His problems today are primarily in 'man management.' To meet them Grand Union has embarked on a long-range program to attract and develop more qualified people.

"Until recently, only 3% of people in food distribution have been college graduates. Collegians thought of this business in terms of low pay, long hours and hard work—without 'romance,' nor opportunity.

"Usually, they chose to ignore the fact that food is the biggest and most basic industry."

But for this, Moseley believes, the food distributors must share the blame: "We've just begun, for example, to tell them that the low-pay,

long-grind aspects don't obtain now. Back from World War II, Moseley was given the task, as personnel manager, of finding and developing people who could do a good job of running not only stores but all Grand Union tomorrow.

He asked 28 colleges in the New York area to help scout for recruits. They did. But, he says, "we found we had to compete with many other companies—some of which were offering seniors twice as much money as we could pay them at the start.

### \$100 Bonus

"So, we decided to get a two-year jump by asking some students to join us on a trial basis during sophomore-to-junior vacations. Those picked were paid \$40 a week. We knew we'd lose perhaps half of them, but it was still a good gamble. The ones chosen to come back in their junior-to-senior vacation were sent a \$100 bonus.

"After that summer, most of them were sold on us, too."

Formal trainees are put through an 18-month program. The first step, for college graduates and others, is a four-hour series of tests on clerical, arithmetic, vocabulary aptitudes; on mental ability and "personality inventory."

Trainees are placed in different stores. For two weeks a newcomer gets "orientation and preliminary floor training." He is introduced to fellow employees and to store and company policies. He reads a booklet, "Welcome to Grand Union," with introduction by Shield, which describes its history, "what Grand Union provides for you" and "the part you play," and explains why "Grand Union stores are friendly stores."

In this fortnight the trainee learns about general house-keeping; equipment maintenance; handling merchandise; stockroom receiving; preparing shelves; checking warehouse and direct deliveries; setting up displays and produce stand; using retail price list.

Then he devotes three weeks to combined operation of dairy, bakery and frozen foods departments; 12 weeks to produce, and two to checking booth operations—including study of these manuals and attendance at these courses at the Training Center.

After this he gets eight weeks of combined grocery-produce operation, an introduction to store management, a visit to Management Training School. Four weeks of "supervised store management" include store operation, under the manager's guidance; directing personnel; handling

customer complaints; and going with district manager to see management of other stores, and to Personnel at New York headquarters.

Every three months, his district and store managers report on him in detail to G.U., and he reports on himself. ("If there's difference of opinion," Moseley says, "it isn't necessarily against him.")

And every six months he goes to New York to talk things over with Personnel — specifically Gerald J. Kregar, in charge of trainees. He meets executives, spends a day in each department.

Back at the store again the now-not-so-new trainee has his first brush, for two weeks, with meats, cold cuts, fish and poultry. For three weeks he learns more about them. Elementary meat-cutting takes two weeks and advanced, 16. After 12 weeks of introduction to and supervised meat store management, he can make hamburger sound like Salisbury steak.

Things now move faster. For a week each he gets into warehousing, store construction and maintenance, and Food-O-Mat operation—helping the crew build a new store, and helping to build an F-O-M.

Advertising and sales promotion take only one day each. Then three days to personnel problems: employee benefits, recruiting, selection, indoctrination and placement. And finally come four weeks in probationary charge of a grocery produce, and then four weeks, of a meat store.

After a final visit to Personnel at headquarters, he is graduated to manager of a smaller or assistant manager of a larger store.

### Not So Hard

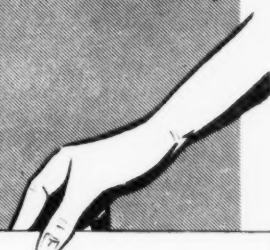
All this, Moseley admits, may make the job "seem harder than it really is."

But even so there are situations not named in the curriculum: If the trainee is married, for example, does his wife really want him to follow a grocery-store-manager career? Would she be proud of the fact before her bridge club? Grand Union suggests she drop in and see her college-graduate husband in an apron, maybe sweeping up. . . .

A number of former trainees have been advanced to higher jobs—among them Earl Silvers, assistant to Shield; Jack Wallace, assistant vice-president; Emerson Brightman, research director; Al Strand and Don Windsor, grocery buyers, and five district sales managers.

In the trainee's progress report one question is: "What is the highest position in Grand Union Co. for which he is mentally qualified, or will be

# in North Carolina WSJS Delivers



**A 15-COUNTY MARKET**  
With Over  
**\$60,042,000\*** General Merchandise  
Sales

\*Sales Management 1950  
Survey of Buying Power

## More Value For Your Advertising Dollar

# WSJS

*The Journal-Sentinel Station*

AM-FM

WINSTON-SALEM

NBC Affiliate

Represented by  
HEADLEY-REED CO.



## Who's afraid of the big red wolf?

If we are moving into a war economy, demands of the military will so far over shadow those of the civilian economy that ordinary criteria of usefulness and profitability must be laid aside by business until the war is won.

If the capital goods boom we have been enjoying since War II ended continues to dominate the economic scene, with the Army, Navy and Air Force just extra customers with big bankrolls, the picture is entirely different.

If we keep taking two steps toward mobilization and one step back—as we have been doing—still another situation arises.

In any case, your own research and your own conclusions need the backstopping of an institution devoted entirely to economic research—and with an enviable record of calling the turns so far in the swiftly-spinning business whirl of 1945-50.

### The ECONOMETRIC INSTITUTE

New York 17, N. Y.  
230 Park Avenue  
Mu. 4-7800

"Forecasting Business  
is Our Business"

qualified after suitable training?"

G.U. also has sparked a program of the food-chain business to get colleges to educate people for food distribution careers.

With Shield chairman of the training committee and Moseley chairman of the task committee, 16 companies—through National Association of Food Chains—are sponsoring the first postgraduate curriculum in food distribution.

Moseley's committee met with 27 colleges before Michigan State got the first curriculum going last September 18. Dr. Kenneth Wilson of the School of Business and Public Service directs the new Food Distribution division. Thirteen graduate students are now enrolled. Some are food chain employees chosen by their companies.

Required courses for master's degree include food merchandising, food store operation, food chain administration, a seminar in food distribution, research into specific problems.

Meanwhile, the building of 5,700 Grand Union people goes on.

Employees get annual reports. For 1948 Shield's voice told the story in a phonograph record "letter for listening." With it went a round "Fact-O-Graph," on which a pie-cut disc spotlighted in turn "where the profits go," employee benefits, store expansion, profits, profit-and-loss statement, annual sales for six years, and "a challenge for 1949."

### G. U.'s Reports

In stockholder reports, G.U. stresses "growth through employee progress:" shows employee groups awarded the "courtesy store banner;" pictures representative route and store people advanced during the year. An "employee" double-spread from the stockholders' report for 1949 was reproduced in a four-page report to employees.

In six issues a year the eight-page *Progress*, for employees, contrives to picture several hundred and name several thousand Grand Unionites: Entire staffs of the four monthly "courtesy stores" (one for each division); route and store sales contest winners; sales meetings; changes and promotions; wedding bells and births and deaths; extracurricular activities, personality sketches, and suggestion award winners.

G.U. believes that merely a "suggestion plan" is not enough. Once a year, Shield makes a personal request to each of them.

Last October, he wrote of everyone's concern with making G.U. "a

better place to work." Replies to his earlier letters had helped. But every employee must have further suggestions and criticisms.

He enclosed a self-mailer, addressed to him. An employee could sign it or not. If he signed, Shield wrote to thank him and say his suggestions had been passed on to department heads concerned. They would tell him of action taken on them.

Each benedict and each new baby gets a present from the company. At intervals the employee is "reviewed" for a raise. On retirement, he receives a pension.

Thus, from cradle to grave, so to speak, Grand Union tries to remind and reward him as a member of a big corporate family.

### Sales "Oscars"

But still the most tangible rewards are based on sales ability.

G.U. has run sales contests for years. In the current "160 for '50" contest prizes start with a Chevrolet sedan and TV sets. Each division winner, each quarter, wins a statuette "Oscar." Twice won, or won in fourth quarter, it is his for keeps.

The \$160-million mark was set last February and announced in March, before G.U. could formally report \$135 million for 1949. Fortnightly since July 28, a four-page tabloid newspaper, *160 Rocket*, has carried a lap-by-lap report.

The formal "go" came at district meetings around April 1. In early summer, top "quota busters" of each division met to claim more-or-less temporary Oscars. By midsummer the stores highest above quota in each division had named presidents and vice-presidents of their "160 Clubs." Fifty-four managers were recognized.

And G.U.'s first-half sales rose 15.5% to \$76 million.

Despite all the contest hoopla, General Sales Manager Bill Brady tells *SM* that "we don't have to hit our people over the head to boost volume. With better values, better merchandising and better human relations, they'd be doing it anyhow."

The dominant theme of Grand Union's advertising and public relations program is "Everybody Shares."

Most of the advertising budget goes into five-column, weekly insertions in 84 newspapers with four million circulation. Scheduling is flexible—for greater impact in less competitive times and places; such as early-week and the recent addition of two New York City morning newspapers, the *New York Herald Tribune* and the *New York Times* on a predominantly P.M. schedule.



In addition to specific, current "values," Brady explains, "every ad tells an institutional story."

Employee welfare and development programs also take the consumer-advertising stage. Several employees in each tell of G.U. "security" and "opportunity." An October ad showed the four young men who ran G.U. on "Clerk's Day."

Newspaper ads also build audience for "Star Time," Tuesday nights on television. This one-hour show is presented by G.U., with Duff's mixes, Roylies paper doilies, Snow Crop frozen foods and McCormick extracts, on WABD, New York; WNBK-TV, Binghamton, and WRGB-TV, Schenectady. G.U. also uses spot radio announcements on 27 stations, intended to "blanket" its six-state store area.

Commercials emphasize: "Join the grand parade of thrifty shoppers to Grand Union"—which offers "best marketing values" and "nationally known brands." (S. Duane Lyon, Inc., handles newspaper advertising, and French & Preston, Inc., radio and TV.).

#### First With News

G.U. is alert to make public relations capital from its progress and programs. Price reductions are always good news. When coffee prices dipped a bit, Grand Union was the first to get the word to the wires. Although other chains also reduced, the headlines had it: "Grand Union Cuts Coffee Prices."

Customer relations also have been strengthened, Shield says, by increased emphasis on national brands: "Our function is to satisfy demand—in the widest-possible range."

But larger and more efficient stores have helped, too. Food-O-Mat has expanded on brand recognition and impulse buying. It permits stores to carry more items and more brands. In a test, a small, 100x28-foot G.U. store in Teaneck, N. J., was able to stock, with Food-O-Mat three-fourths of the items in the line.

It's quite a line. The main warehouse at Carlstadt, N. J., now handles 82 separate merchandise classifications. Some newer ones are candy, bakery, dietetic foods, housewares, magazines, grass seed, toilet goods.

Among 133 different types of products carried by Carlstadt—from ammonia and apple butter to wax polish and yeast—are only three separate G.U. private label groups: canned fruit, canned vegetables, and coffee and tea. But on the 22 big sheets of its master order list, G.U.'s own

But the grocery line—especially such fast movers as coffee and soap

# GET THAT VITAL <sup>★</sup>FOURTH!



★ To sell Massachusetts, you need that Big 4th Market — the New Bedford — Cape Cod area, where business is really on the march.

★ Round out your sales program with this vital 4th... the thriving quarter of a million that has more to spend... steady employment... 295 diversified industrial firms, with payrolls reaching an all-time high.

★ And you can reach them... directly, economically... through The New Bedford Standard-Times... City Zone Coverage over 99%, Entire Market Coverage over 91%.

★ Include the Vital 4th and watch your sales chart climb!

## ★ NEW BEDFORD

One Paper Coverage... Both Daily and Sunday

### BIG 4<sup>th</sup> MARKET

IN MASSACHUSETTS

## The Standard-Times

"The Nation's Best-Read Newspaper"

Represented nationally by GILMAN, NICOLL & RUTHMAN  
NEW YORK • BOSTON • CHICAGO • PHILADELPHIA • LOS ANGELES • SAN FRANCISCO

brands also appear in the form of Grand Union canned fish, bluing, etc., and Freshpak catsup, grapejuice, marmalade, peanut butter, syrup and tomato juice.

A&P today is said to do \$300 million annually, or 10% of total, in its own brands. Grand Union's "private" share is about 7%, in the stores. In canned goods between 1940 and 1950, for example, the national brand proportion has nearly doubled.

Although chains have a special predilection toward their own brands of coffee and tea, G.U. carries 13 national brands of coffee, plus six instant coffees, and nine brands of tea.

In Carlstadt's chocolate and cocoa classification appear 14 names: Walter Baker, Borden, Bosco, Boy-O-Boy, Carnation, CocoMarsh, Hemo, Hershey, Kraft, Menier, Ovaltine, Starlac, Van Houten's, Wilbur . . . Five lines of baby and junior foods include 40 of Beech-Nut, 38 of Ger-

ber, 34 of Clapp, 23 of Libby, 22 of Heinz, and 11 of Swift's meats—and eight brands of baby cereals.

Some other products: 30 brands of household cleansers; 19 of soap flakes; 12 toilet soaps, 18 waxes and polishes . . . 27 of cereals, 19 of pet foods, 20 prepared mixes, 15 desserts, three Chinese foods . . . 29 brands of boxed candy, 35 brands of bars, mints, cough drops, etc., and eight of chewing gum . . . 18 cigarettes and 10 tobaccos.

And more brands of canned fruits and vegetables than I'd count.

The 64-item "household" line runs from baking cups and clothes lines to window screens and 25-foot rolls of Wearever aluminum foil. Listed separately are moth killers and 11 Kellogg brushes.

Among a half-dozen "special promotion items" is a "Cuddle Jane" doll in two sizes. (The young lady in charge of this end of things in the

Levittown store told me it was doing nicely.)

Davern emphasizes that G.U.'s six buyers will "see anyone, with or without an appointment." Buying hours are 9 to 12 but, if necessary, appointments can be made at other times. Salesmen for small or new manufacturers are welcome. The merchandise committee, headed by Brady, passes on all items.

On entering headquarters at 50 Church St. a salesman (or reporter) is given a little leaflet, "Welcome to Grand Union." The leaflet tells you, while waiting, to get comfortable, smoke and read the current magazines. It guides you to the water fountain and the W.C. Also it outlines Grand Union's store, route and Food-O-Mat setups. Other reading matter handy fills in details.

### How Routes Work

The 100 grocery and 400 premium items carried by the route division widen considerably G.U.'s contacts with producers. . . .

Lansing Shield's theme, "Every Man an Enterpriser," applies almost more to the 850 route salesmen than the 300 store managers.

Both the route men and their district managers are paid straight commission, John Davenport points out. But Grand Union "provides everything to put him into business 'for himself'—without any risk or investment on his part." This includes Chevrolet truck, gasoline, tires and other operating costs, and groceries and premiums, and training and sales tools.

For groceries and premiums, however, he is reimbursed only after collecting from customers.

The average routeman covers 300 to 400 miles every two weeks to serve 550 accounts, or a total of nearly 500,000. He earns \$60 to \$125 a week. In addition, he gets premiums for his own family's use, but not groceries, at 10% off the retail price.

Grand Union wants his wife to know about his business, too—to read, for example, "Your Grand Union Get Acquainted Kit." This contains booklets on the welfare program, on safe driving, on the grocery and premium lines, and on how to sell them:

"You've joined us because there is a job to be done which we think you can do." The job offers security, thorough training, a chance for initiative and ability. The routeman gets guidance—but he is not "bossed."

With four times as many premium as grocery items, the tail seems to wag the dog of the route business.



—provides the *entree*. It includes not only foods and cleansers but toilet soaps, lotions, shaving and dental creams, shampoo, liniment, antiseptic, toilet tissue and floor wax. Virtually all of these are sold under G.U.'s private labels. Among the few exceptions are Burnett's puddings, Armour's hash, and Kleenex.

On the other hand, the premiums are such well-known national brands as G-E and Westinghouse appliances. Bigelow-Sanford rugs, Rubbermaid housewares, International Silverware, Knowles' china, West Bend aluminumware, Bulova watches, Hickok menswear, Bates bedspreads.

Premiums promote painless purchases. The housewife is urged to consider them as part of her grocery or household budget.

The routeman is told to introduce himself as "your coffee man;" deliver previous order; collect for it and on whatever premiums are being bought; hand her a pictorial grocery card to "shop with"; take her order; promote a new grocery item (she gets a refund, if dissatisfied.); set up items in a current special grocery offer; show and *hand* her a premium:

"The premium in *her* hands during your talk will make the sale."

### Fast Service

Then he gets from her leads for prospects, reviews the order, thanks her, and gives her a broadside on next trip's bargains.

He must do all this in 10 minutes or less. It takes training. Among other aids, G.U. recently released for routemen the first training slide film it has sponsored.

Premiums have established G.U. as a big distributor "for some 250 manufacturers. It buys only items of which it can sell at least 50,000 units . . .

Food-O-Mat also is helping to familiarize the company with chain store problems and opportunities on a wide scale. Its present users include Kroger, in the Middle West; American Stores, Philadelphia; First National, Boston; King Cole in California; Winn & Lovett in Florida; Colonial in the South; two customers in the Caribbean, and R. H. Macy & Co., New York.

The "regular" Food-O-Mat is 72 feet long, divided into 3½-foot sections, eight rows high. Chutes in each section can be adjusted quickly to different size packages. "Standard" F-O-M is six feet deep and "space-saver" four feet deep.

Then there's Drug-O-Mat, 40 feet long. Each section displays 120 items in 4½ front feet. And then Shop-O-Mat, smallest of the three types—but still able to handle products

ranging from toiletries, candy and baby foods to paints and liquor.

Bill Dempsey points out that any of them helps store operators by permitting wider aisles, offering full merchandise display and better inventory control. He cites figures on sales increases from this system—on Drug-O-Mat of 83% or more, including more volume in large sizes and from related items.

For customers, the system simplifies selection, saves steps and time, and assures fresh merchandise.

And so, it would seem, is all Grand Union Co. The last four of the 79 years have been notably constructive and rewarding. But Lansing Shield says, "We've just laid the foundation for our growth."

This spring, Grand Union will move its headquarters from downtown Manhattan across the Hudson to East Paterson, N. J. The offices will be upstairs, above the newest and one of the biggest super markets . . .

Right handy to help 5,700 people sell groceries.

## WMBD holds the Aces!



... another reason why

WMBD has more listeners

than the next 2

Peoria stations combined

Skillful local programming with widely popular personalities makes WMBD the winner in prosperous Peoria. Throughout the broadcasting day (and night), a steady parade of these and other interesting people receive a warm-hearted welcome in the dominant slice of Peoria homes.

**CHUCK BARNHART, Program Director** has been in radio since 1938 . . . with WMBD since 1947 (recently he was named Peoria's "Outstanding Young Man of 1949"). Whimsical and with a fine sense of the dramatic, Chuck also has his own immensely popular "Chuck Barnhart Show."

**BROOKS WATSON, News Director**—With WMBD since 1937, Brooks' ability and popularity reached far beyond Peoria during his Army career. With the rank of Lieutenant Colonel, he was Chief of the Radio Section in the ETO . . . worked with both networks and the BBC. Back home now, he's Peoria's favorite newscaster.

**PHIL GIBSON, Local News Editor**—29 years experience as a reporter, columnist, newscaster and news editor! Peorians like their news fresh as their morning eggs—and Phil Gibson gives it to them quickly and accurately.

**EMIL BILL, Farm Editor** brings showmanship to the farm. Raised on a farm, he later tramped 28 years in vaudeville circuits—thus makes the combination easy! Witty, personable and down-to-earth, he's a consistent favorite with rural audiences.



**ASK FREE & PETERS**

**PEORIA**

CBS Affiliate • 5000 Watts  
Free & Peters, Inc., Nat'l. Reps.



# Sales Rating Board Forecasts: New Business Highs as Country Arms

Transition to armament will be the business keynote of 1951, with arms production rising rapidly as the year progresses and extra fillips given this trend in the event of further war setbacks. That is the expectation of the Board of Judges of Future Sales Ratings, the 300-man board of authorities in Government and business who decide the relative sales outlooks for the 100-plus industries listed on the next page.

Although this is the later expectation for 1951, the near-term prospects are analyzed as representing a period of relative plenty in civilian goods. Extremely heavy inventories of civilian goods, in fact, exists in numerous industries, reflecting the tremendous all-time-high activity in civilian goods production in the last six months as businessmen sought to load up before the armament effort bit deeply into the economy.

Budgets and goods are far removed from one another, as businessmen discovered in 1950. Every day we read of the billions appropriated for armament in this country and to help our allies, but for months manufacturers all over the nation have been asking, "Where are the armament orders?"

## A Lot of Blueprints

The answer is that it takes months to convert blueprint-planning into orders—and then it is months again before these orders are converted into goods. Actually, the tangible armament production is only a little over where it was at a corresponding time last year.

Arms procurement in the second half of 1950 was at an annual rate of only \$15,000,000,000, including even overseas arms aid and stockpiling. *This figure is only about 5% of the gross national product* (total output of goods and services in this country) of approximately a \$285,000,000,000 average annual rate in this period.

Thus, it is evident how tremendous the output of civilian goods in 1950 has been. Small wonder, with the new production records hit on all sides in civilian goods that the economy is heavily over-inventoried at the moment. And, with armament encroachment grinding along slowly, the Board of Judges believes the situation

will grow more heavily inventoried with civilian goods, rather than less, though only for the near future.

## Korean Crisis Overbuying

A number of factors are indicated as justifying this expectation, including the enormous buying spree of last summer on the outbreak of war in Korea, the greater difficulty of buying now as a result of tightening of instalment buying terms, higher taxes, and growing resignation to an emergency philosophy of "doing without."

For all the curtailments put into effect, therefore, civilian goods continue to be produced in heavy volume—heavier, in fact, than demand. Eventually, however, there must be a substantial change, in view of the much greater push behind the armament drive. The Government's full budget requests have brought the proposed military outlay for the fiscal year to end June 30th to a grand total of \$41,800,000,000.

This total is more than half of the peak World War II military budget of nearly \$80,000,000,000 in 1945, when the country had 12,364,000 in uniform, and it is quite a contrast to the recent \$15,000,000,000 annual rate of deliveries of armament products and talk of a 3,000,000-man army.

## Non-durables to the Fore

It probably will not be till some time late this year before the actual deliveries of defense products, including tanks, planes, ammunition, etc., catch up with the armament budget. For example, one of the earliest placed tank orders of major significance (and placed in December, at that) went to American Locomotive Co., but that company's officials indicate it will take several months to tool up and build an assembly line before progress can be made on these deliveries.

An almost frantic pace is called for, however, and orders for armament are likely to pour into the economy in the near future. Employment, therefore, is likely to top all records, and with wages high so, too, will incomes reach new highs, even though taxes also increase.

With full employment, counting

as employees those producing civilian goods, the workers in defense industries and people in military service, the national income might be as much as \$25,000,000,000 above current levels, which exceed a new high peak of \$226,000,000,000.

As the year advances, therefore, the ratio between civilian goods available and income available is expected to broaden considerably in favor of income. Production of civilian soft goods is expected to be maintained far better than hard goods, which use more of the materials wanted for production of armaments. The present surpluses of hard goods inventories are expected to disappear gradually, though a substantial production is expected to be continued, even with a very large armament program.

This expectation reflects the great buildup of the nation's producing capacity in the past decade. Thus, our gross national product in 1940 totaled \$100,477,000,000. At the height of the war in 1945 it was \$213,120,000,000, and now it is \$285,000,000,000. Even deducting a \$50,000,000,000 total for armament spending, that still leaves an enormous \$235,000,000,000 total of civilian product!

## Sales Trends Rated

For all the trends to arms, the sales outlooks for individual industries vary greatly. Also, reflecting current inventory accumulations of civilian goods, the near-term sales outlooks of individual industries differ substantially from the long-term. The complex, criss-crossing nature of controls and allocations are expected to have varying effects on the broad list of American industries.

The ratings of the leading individual American industries on the following page reflect the combined prophetic thinking of the Board of Judges of Future Sales Ratings. Analyzed and edited by this competent jury of more than 300 economists, editors marketing and research men in the U.S. Government and private industry under the direction of Peter B. B. Andrews, former industrial economic adviser, War Production Board, Washington, D.C., the final results are copyrighted and published exclusively in the January, April, July and October issues.

# FUTURE SALES RATINGS

## Key to Relative Size Ratings

(by industry sales volume)

- A—Ten Billion Dollars and Over
- B—Seven Billion to Ten Billion Dollars
- C—Four Billion to Seven Billion Dollars
- D—Two Billion to Four Billion Dollars
- E—One Billion to Two Billion Dollars
- F—One-Half Billion to One Billion Dollars
- G—Under a Half-Billion Dollars

## Key to Sales Prospect Ratings

(All ratings are relative to the median (★★★), which indicates approximately a 5% increase in relation to the corresponding period of the preceding year.)

- ★★★★★—Best Relative Outlook
- ★★★★ —Very Good Relative Outlook
- ★★★ —Good (Medium) Relative Outlook
- ★★ —Fair Relative Outlook
- ★ —Least Impressive Relative Outlook

	Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)		Relative Size Rating (See Above Key)	Sales Prospect Rating for 1st Qtr. (See Above Key)	Sales Prospect Rating for Next 12 Mos. (See Above Key)
Advertising	D	★★★★★	★★★★★	Luggage	G	★★	★
Air Conditioning	F	★★★	★	Machine Tools	G	★★★★★	★★★★★
Air Transportation	G	★★★★★	★★★★★	Machinery (Agric.)	E	★★★★★	★★★★★
Aircraft Sales	C	★★★★★	★★★★★	Machinery (Ind'l.)	B	★★★★★	★★★★★
Auto Sales (New)	A	★★	★	Materials Handling	A	★★★★★	★★★★★
Auto Sales (Used)	E	★	★★★★	Meats	C	★★★★	★★★★
Auto Tires	E	★★★	★★	Medical Care	C	★★★	★★
Baking	E	★★★	★★★	Metal Containers	F	★★★	★
Banks (Revenue)	E	★★★	★★★	Metals (Non-Ferrous)	C	★★★★★	★★★★★
Beer	C	★★★★★	★★★★★	Motion Pictures	E	★	★
Building (Heavy)	B	★★★★★	★★★★★	Musical Instruments	E	★★★★	★
Building (Residential)	C	★★	★	Office Equipment	F	★★	★
Candy & Chewing Gum	E	★★★	★★★	Oil Burners	E	★★★★	★★
Canned Fruits & Veg.	E	★★★	★★★	Oil (Cooking)	G	★★★	★★★
Cereals	G	★★★	★★★	Oil Equipment	D	★★★★★	★★★★★
Chemicals	A	★★★★★	★★★★★	Packaging & Containers	E	★★★	★★★
Cigarettes	B	★★★	★★★	Paint	E	★★★	★★★★
Cigars	G	★★	★★	Paper & Products	C	★★★★	★★★★
Clothing (Men's, Women's & Children's)	A	★★	★★★★	Personal Care	D	★★★	★★★
Coal (Anthracite)	F	★★	★★★★	Photographic Supplies	G	★★★	★
Coal (Bituminous)	D	★★★★★	★★★★★	Physicians & Dentists	D	★★★	★★
Coin Machine Sales	D	★★★★★	★★★★★	Plastics	F	★★★★	★★★★
Commercial Printing	E	★★★★	★★★★	Plumbing & Heating	D	★★★★	★★★
Cosmetics	F	★★★	★★★	Printing & Publishing Equip.	F	★★★★	★
Cotton Textiles	D	★★★	★★★★★	Radios	F	★★★	★
Dairy Products	D	★★★	★★★	Railroad Equipment	D	★★★★★	★★★★★
Department Stores	A	★★★	★★★★	Railroads	B	★★★★★	★★★★★
Diesel Engines	G	★★★★★	★★★★★	Refrigerators	E	★★★	★
Dinnerware	E	★	★	Restaurants & Bars	A	★★★	★★★
Drugs & Medicines	D	★★★	★★★	Rubber Products	D	★★★★	★★★
Dry Cleaning	F	★★★★	★★★★	Security Financing	F	★★★★★	★★★★★
Education	E	★	★	Shipbuilding	F	★★★★★	★★★★★
Electrical Equipment (Heavy)	C	★★★★★	★★★★★	Shoes	D	★★★	★★★★
Electrical Equipment (Light)	G	★	★	Silk Textiles	G	★	★
Exports	A	★	★	Soap	E	★★★	★★★
Farming	A	★★★★★	★★★★★	Soft Drinks	F	★★★	★★★
Flour	D	★★★	★★★	Sports & Sporting Goods	C	★★★★	★★
Food Processing	A	★★★★	★★★	Steel & Iron	A	★★★★	★★★★
Furs	G	★★★★	★★	Sugar	E	★★★★★	★★★★★
Gasoline & Oil	C	★★★★	★★★	Surgical Equipment	G	★★★★★	★★★★★
Glass & Materials	E	★★	★★★★	Synthetic Textiles (Rayon, Nylon, etc.)	E	★★★★★	★★★★★
Government Procurement	A	★★★★★	★★★★★	Television	G	★★★★★	★
Groceries	A	★★★	★★★	Toothpaste & Mouthwashes	G	★★★	★★★
Hardware	D	★★★★★	★★	Toys & Games	G	★★★★	★★★
Hotels	D	★★★	★★★	Trailers (Auto)	A	★★	★
House Furnishings, (Floor Coverings, Furniture, etc.)	C	★★★★★	★★★	Travel & Vacations	G	★★★	★
Household Products (Misc.)	C	★★★★	★★★★	Travel (Sea)	E	★	★
Imports	C	★★★★★	★★★★★	Trucks	D	★★	★
Installment Financing	C	★	★	Utilities (Electric)	C	★★★★★	★★★★
Insurance	E	★★★★★	★★★★★	Utilities (Gas)	E	★★★★★	★★★
Jewelry & Watches	F	★★★★	★★★	Utilities (Telegraph)	G	★★★★	★★★★
Laundries	F	★★★★	★★★★	Utilities (Telephone)	D	★★★★★	★★★★★
Liquor (Alcoholic)	C	★★★★★	★★★	Vacuum Cleaners	G	★★	★
				Washers (Household)	F	★★★	★

Note: Future Sales Ratings are specially copyrighted by SALES MANAGEMENT, 386 Fourth Avenue, New York 16, N. Y.

# Advertising

MEDIA ... AGENCIES ... SERVICES

## Audience and Sales Impact Data on Radio News Programs

"Local" program ratings, obtained by research conducted only inside the station city, fail to measure the full size of the radio news program audiences. This is one of the findings in "Radio News Is Bigger Than You Think," a 20-page booklet reporting the results of a survey among nearly 3,000 radio families and just released by H. Preston Peters, president of Free & Peters, Inc., sponsors of the study.

In the seven markets, which were scattered along the East Coast from New England to the deep South, interviews conducted by The Pulse, Inc., were equally divided among families living in the "city" area and families living in the "outside" area—surrounding satellite markets 25 to 40 miles beyond the city limits. In the "outside" area, according to the study, news program ratings ranged from 19% to 28% higher than ratings in the city itself.

Analyzing the five-minute news program broadcast four times a day, Monday through Saturday, the survey reports that "it's more than a program. It's a habit that persists right through the day." The booklet says: "More than one out of four



JOHN J. CORSON resigns as assistant business manager of *The Washington Post* to join McKinsey & Co., national management consulting firm, in Washington, D. C.

listeners hear two or more of these broadcasts every day. More than half listen five or six days a week; more than four out of five listen three to six days a week."

Concerning the flow of news audiences, the investigation found much dial traffic, as indicated in the following tables:

Where the audience comes from—

	same station	other stations	new listeners
Morning	61.9%	6.6%	31.5%
Noon	58.3	10.5	31.2
Evening	62.5	4.3	33.2
Late-evening	51.8	5.7	42.5

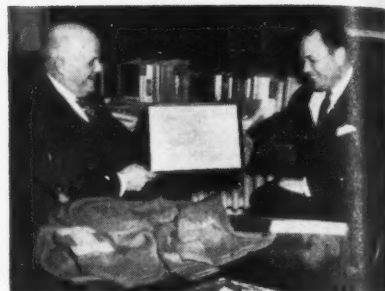
Where the audience goes to—

	same station	other stations	turns radio off
Morning	67.7%	4.1%	28.2%
Noon	71.8	5.4	22.8
Evening	67.7	2.1	30.2
Late-evening	61.0	4.1	34.9

"In addition to the listeners who tune specifically to the news broadcast," says the report, "the sponsor inherits from the preceding program the listeners who stay on for the news."

Two of the cities investigated are places described as "mature television markets." In each there are several television stations on the air from noon till late at night. News program ratings in television homes were found to be 73% as high as in non-TV homes.

Sponsors of the news programs were identified correctly by 57% of the listeners. While this would seem to imply sales impact of news programs, the study went further. Respondents were divided into two groups: listeners and non-listeners. Each listener was matched with a non-listener—for age, sex, community, type of home, telephone status and monthly rental or home value. Thus the study isolated and measured



"MR. CHEMICAL ENGINEERING" of the American Institute of Chemical Engineers, Sidney D. Kirkpatrick (left), editorial director of *Chemical Engineering* and of *Chemical Industries*, shows his newest chemical honors to Wallace F. Traendly (right), publisher of the McGraw-Hill publications. Mr. Kirkpatrick is also the past president of the AIChE.

actual sales results due to listening. While 19.7% of the non-listeners bought the advertised brand, 29.6%—50% more—of the listeners bought the advertised brand. More directly, in every 1,000 listener homes there are 296 buyers of the advertised brand as against 197 buyers in the same number of non-listener homes. More frequent listening was reflected in increased purchases of the brand advertised through radio news programs.

"Radio News Is Bigger Than You Think" is the latest of a series of continuing research contributions published by Free & Peters, two previous studies being "Summer Radio Listening" and "Spot Radio Costs Less Today." Copies of the new study may be obtained at no charge by writing to Free & Peters, Inc., 444 Madison Avenue, New York 22, N.Y.

## Prospects Become Designers

The scale model idea has now been put to work by Landers, Frary



WILLIAM A. CORDINGLEY is promoted from assistant to national advertising director of *The Minneapolis (Minn.) Star and Tribune*.

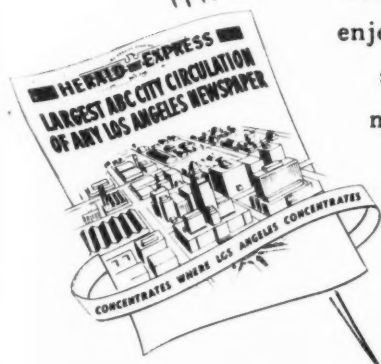


# CONCENTRATES WHERE LOS ANGELES CONCENTRATES



Photo by Otto Rothschild

**HOLLYWOOD BOWL!** Nestled like a gleaming jewel in the rolling hills of Hollywood, California, this beautiful amphitheatre ranks among the world's finest. Here audiences of thousands gather regularly to enjoy musical, dramatical and religious pageantry under the stars. Although attendance approaches the quarter-million mark each year, this total is considerably *less than the average one day city and trading zone circulation of the Los Angeles Evening Herald and Express...* the largest newspaper in the largest city in Western America. Wise advertisers use it regularly and reap rich rewards.



*Los Angeles Evening*

## HERALD-EXPRESS

Los Angeles' BIG *Evening* NEWSpaper

Represented Nationally by Moloney, Regan & Schmitt, Inc.



GEORGE M. NEIL, business manager of *The Philadelphia Inquirer* since 1947, named general manager. He became associated with Triangle Publications, Inc., of which the Philadelphia newspaper is a division, in 1945 as assistant to the general manager, Trade Publications Div.

& Clark on its Select-A-Range, which in itself was a design innovation several years ago. The scale models,  $\frac{1}{8}$  actual size, are used by dealers in their windows to attract traffic, in the store to permit on-the-spot kitchen planning, and to demonstrate the interchangeability of the Select-A-Range parts.

### BAB's Magazine Circulation Book For Broadcasters

County-by-county circulation figures for eight magazines have been compiled into one large seven and one-half pound volume which is now being mailed by the Broadcast Advertising Bureau to all member radio stations of the National Association of Broadcasters. With this one reference volume and BMB figures, comparisons can be made for any county in the United States between radio "circulation and circulation of *Woman's Home Companion*, *Collier's*, *The American Magazine*, *The Saturday Evening Post*, *Ladies' Home Journal*, *Country Gentleman*, *Life*, or *Look* magazines. Magazine circulation figures for communities over 2,500 population are also included.

The volume has been prepared for station use in emphasizing comparative radio and magazine coverage in station area counties and in encouraging local representatives of national advertisers to influence greater investment of national advertising budgets in spot radio.

Buyers of advertising can use the volume for similar coverage comparisons in media selections. Copies of the "County by County Comparison of Magazine Circulation" are available to advertising agencies at \$7.50 each.

### TV Sets Multiplied By More Than 2½ Last Year

An estimated 9,845,300 television sets were installed in American homes as of December 1, 1950, according to Hugh M. Beville, Jr., NBC director of plans and research.

This estimate indicates a gain of 676,000 over the total reported for November 1.

With the addition of sets sold during the final month of the year, the U.S. total will be approximately 10,500,000 as of January 1, 1951. A year ago there were an estimated 3,950,000 sets in U. S. homes. This increase of about six and one-half million TV receivers during 1950 was accompanied by an increase of nine new television stations. Mr. Beville points out that the number of television cities connected by cable or relay has increased from 26 to 47 during the year. Of all TV homes, 85% are now served by these connected facilities.



ELECTED vice-presidents of *The Progressive Farmer*: H. Earl Butcher (left), Eastern advertising manager and Oscar M. Dugger (right), Western advertising manager. They plan to make their respective headquarters in N.Y.C. and Chicago.

### New Service At Cowan & Dengler

Cowan & Dengler, Inc., long advocates of the fee system, rather than the 15% commission, for advertising agencies, have established a Research and Copy Counsel Department. The new service will be under direction of Frank E. Fehlman, former vice-president of Lord & Thomas and Blackett-Sample-Hummert.

### Business Takes Beating in Pittsburgh News Stoppage

How Pittsburgh, newspaperless for six and a half weeks during last October and November, suffered serious dislocations in both its business and community life, is told by the

Bureau of Advertising, American Newspaper Publishers Association, in a full-page advertisement prepared for use by its member newspapers.

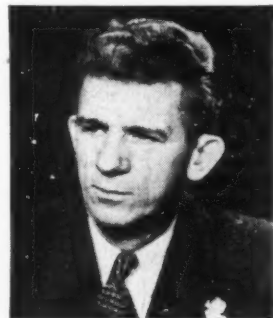
Quoting businessmen and citizens from all walks of life, the ad highlights the story of how Pittsburgh became a virtual "city in the dark" when a strike of mailroom employees shut down its three dailies, the *Pittsburgh Sun-Telegraph*, the *Pittsburgh Press*, and the *Pittsburgh Post-Gazette*.

The ad's heading, "What happens when newspapers *don't* hit town?" is answered with a bar chart showing that Pittsburgh's department store sales in October were down 8.6% from October, 1948, while in the three preceding months of this year sales were running well ahead of 1948. The figures, compiled by the University of Pittsburgh's Bureau of Business Research, are based on a comparison with 1948 because major coal and steel strikes in late 1949 "make '50-'49 comparisons uninformative."

Further indications of how business, without newspapers, "takes a beating," are presented by a series of quotes by representatives of varied lines of business. Franklin Bell, advertising director of H. J. Heinz Co., declaring that an "unfillable gap in our individual and community lives" resulted from the lack of newspapers, says: "As a national advertiser, I know that newspapers' absence has been an irreparable loss to Pittsburgh business."

H. L. Gefsky, general manager of the Rand-Rexall drug store chain, is quoted: "With no newspaper ads, sales of heavily promoted items dropped to nil. Less traffic downtown hit us hard, too."

Glenn Knickerbocker, district manager of the Kroger grocery chain, declared: "No paper here should have any trouble selling space after



BRIG. GEN. FRANK L. HOWLEY, Retired, former U. S. Military Governor and U. S. Commandant Berlin Allied Kommandatura, joins The Aitkin-Kynett Co., Philadelphia, in a general administrative capacity.

● The spate of paper work flowing across desks and through the mails constitutes an important part of the insurance business. To produce this volume *efficiently* and *economically*... and with push-button convenience... United Insurance Company, Chicago, Illinois, uses the AUDOGRAPH Soundwriting System.

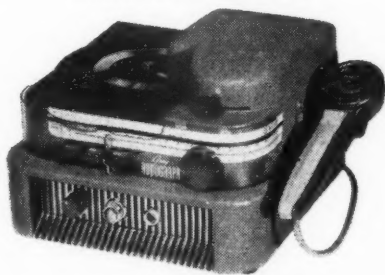
"We have substantially reduced the cost of dictation and transcription by utilizing machine dictation. Since standardizing on AUDOGRAPH equipment, however," says Mr. G. Blair Hiser, Vice-President and General Attorney of United Insurance Co., "we have *increased our efficiency and output by about 20% over previously used types of dictating machines!*"



**"AUDOGRAPH** soundwriting increased our output by about 20% over previous dictation equipment!" says

**UNITED INSURANCE COMPANY, Chicago, Ill.**

Dictation is **EASIER**



with **AUDOGRAPH**

● Increased office output, increased personal efficiency are the most important contributions to your business that could be made at any time. Write *today* for full details on AUDOGRAPH Electronic Soundwriting and the efficient correspondence- and message-handling system it makes possible.

Made by The Gray Manufacturing Company—established 1891—originators of the Telephone Pay Station.

*Gray*  
**AUDOGRAPH**®  
ELECTRONIC  
SOUNDWRITER

**AUDOGRAPH** sales and service in 180 principal cities of the U. S. See your Classified Telephone Directory—under "Dictating Machines." Canada: Northern Electric Company, Ltd., sole authorized agents for the Dominion. Overseas: Westrex Corporation (export affiliate of Western Electric Company) in 35 foreign countries.

TRADE MARK "AUDOGRAPH" REG. U. S. PAT. OFF.

- THE GRAY MANUFACTURING COMPANY, HARTFORD 1, CONNECTICUT
- Send me Booklet T-1 "Now We Really Get Things Done!"
- Name .....
- Title..... Firm.....
- Street..... City.....





this. . . . I say if you want to prove newspapers' value, just do without them."

Other citizens, prominent and average alike, reported on the void created in Pittsburgh by the newspaper strike.

Mayor David L. Lawrence, stating that without newspapers the people's "effectiveness as citizens is restricted," declared: "No news is really the worst news we can have."

A housewife said: "Somehow I'm buying only bare necessities, because there are no ads to tell me where the bargains are."

Especially hard hit was the city's annual Community Chest campaign,

which was in progress during the newspaper stoppage. The drive had to be extended beyond the scheduled period, according to R. Templeton Smith, campaign chairman. "On the day newspapers resumed," he stated, "we should have had 95% of our goal, but we were under 75%."

According to the advertisement: "Department store sales lagged, despite all-out emergency promotion efforts. Scores of other downtown stores—advertisers and non-advertisers alike—felt the loss of the mass traffic-building power of daily newspaper advertising. Football games, theaters, night clubs saw boxoffice hopes go glimmering. Real estate men waited for prospects who never came. Men sought jobs and jobs sought men with little luck: there were no classified ads to bring the right man and the right job together. Business, big and small, took a beating."

A more detailed account of the "Pittsburgh story" will be told in a brochure now in preparation for distribution to advertisers and advertising agencies, and to others upon request to the Bureau of Advertising. It will include the full report of a survey made during the newspaper strike by Ketchum, MacLeod & Grove, Inc., Pittsburgh, which studied both the business and social effects of the stoppage.

### Heads White Rock



Alfred Y. Morgan has been elected president of the White Rock Corporation, New York, producers of sparkling water, ginger ale and flavored beverages. Mr. Morgan and 268,873 other men of action throughout American business read The Wall Street Journal daily. (Advt.)



GILES A. BAKER is promoted to sales vice-president of Brown and Bigelow. He had joined the advertising firm as a salesman in 1943.

ELECTRONIC CONTROL ASSURES  
QUALITY REPRODUCTION IN

METEOR 8x10

**GLOSSY PHOTOS**

IN LOTS OF 1,000

IN LOTS  
OF 10,000 . . . 5½¢ EACH

Faithful reproduction from  
black-and-white prints, nega-  
tives, sketches or artwork.

**METEOR  
PHOTO CO.**  
4631 Oakman Blvd.  
Detroit 4, Michigan

### Is Your Ad Manager in ABP's 1951 Ad Contest?

Sales managers will be wanting to know whether the advertising managers in their companies are in this competition. Aside from winning plaques and prizes, competitors in the Associated Business Publications'



OUTDOOR PUNCH in point-of-purchase size is produced for Hamm Brewing Co., by Inland Lithograph Co., Chicago. Only 37" by 17½", the display pieces are replaceable in the aluminum wall frames.

1951 national competition for advertising in business papers will patently be shooting for optimum efficiency in their companies' sales efforts.

An annual project since 1942, ABP's competitions are conducted to spotlight the best planning and use of all elements in a business paper ad, for the end purpose of better serving readers, advertisers, and publishers.

As in 1950, this year's competition includes two separate contests: one for advertising in industrial, institutional and professional publications; another in merchandising publications. Awards to prize-winners in the industrial contest will be presented in Pittsburgh next April. The merchandising and prize-winners will be awarded in New York City, also next April.

Announcements of ABP's 1951 contests, with contest rules and details for entering campaigns, may be obtained by writing to the Associated Business Publications, 205 East 42nd Street, New York 17, N.Y. Closing date for entries in both contests is January 31, 1951.

### "Jessie's Notebook" Now In N. Y. World-Telegram

The New York World-Telegram and The Sun is now carrying De Both Features' "Jessie's Notebook." The national advertising feature appears each Wednesday in the New York City newspaper. Thus adding 600,000 reader-families to its roster of newspaper audiences, "Jessie's Notebook" now totals a weekly circulation of 18,620,000, appearing in 124 dailies in 80 key markets.

## Sell Defense Orders? Catalog Can Help

This furniture maker applies tested ideas to new problem.

Contrary to popular opinion, it's necessary and it's sound sales strategy to use tested sales techniques in order to locate and secure defense type orders.

A case in point is T. Baumritter Co. Inc., New York, peacetime manufacturers of bedroom, dining room and living room furniture.

Baumritter is equipped to make products from wood, metal, and to upholster or sew them. The company has just issued a catalog of its facilities, the idea being to help those who handle defense orders to match their requirements with Baumritter's facilities.

"So many times we businessmen," declares N. S. Ancell, treasurer, "wait for the Government to prod us into action and a great deal of valuable time is lost, which could be gained by taking action ourselves to further this new huge war preparedness project."

### What to Say

The 16-page Baumritter catalog, letter-size for easy reference filing, tells prospective defense customers that the company, founded in 1932, has 11 wood and metalworking plants, and that last year its civilian sales volume ran to \$10 million. It points out that plants are located in widely separated, non-strategic areas, close to raw materials supplies. The company proudly calls attention to its record of peaceful labor relations—14 years without a strike.

Baumritter employs the pictorial as well as factual approach in listing its facilities. Its plants are spotted on a map, and there are a large number of photographs of plant scenes. The text details the kinds and the capacities of its equipment.

Baumritter makes it easy for prospective defense customers to know whether the company could make a desired product. Under the heading "What Can We Make?" Baumritter has an "airplane parts" to "work-stands" listing of dozens of possible products.

And like all good pieces of sales literature, the catalog tells prospects where to find the nearest Baumritter sales office.

## branch offices for busy bankers

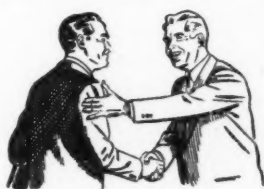


**JAMES J. GANUN**, vice president of New York's Chase National Bank, believes in getting his facts first hand. That's why he's on the deck of this Swedish freighter, deep in conversation with its skipper. From contacts like these, Mr. GaNun keeps in close touch with conditions in foreign trade for customers of Chase National and customers of correspondent banks all over the world.



**CHASE NATIONAL'S** officers manage to find their way into many a different nook and cranny. Here, for instance, is James P. Roach 2nd vice president, (right) getting some sawdust on his shoes and some mighty important first hand information on the meat business—all for the benefit of Chase National customers.

**FROM NORTH TO SOUTH**, East to West, fair weather or foul, you'll find the banker in many strange places, digging up information for the benefit of his customers. Whether it be on the deck of a freighter or in a meat packer's cold room, the banker is perfectly at home for his main aim is to know as much as possible about business conditions that may affect his customers' products or services. That's why he keeps an alert ear to the ground and an inquisitive eye on his journal, **BANKING** magazine, 12 East 36th St., New York 16, N. Y.



... Your Good Friend, the Banker

PREPARED BY ROYAL & DEGUZMAN



See...

### Will Government Curbs Limit Building in 1951?

Eminent building economist tells how and why building will flourish—if not boom—this year. See January BSN, Page 36.



January Issue

**BUILDING  
SUPPLY NEWS**

3 South Wabash Ave., Chicago 3

### OFFICE EQUIPMENT LINES WANTED

Desire to represent several good manufacturers of office equipment and/or materials in New York metropolitan area. Have had 15 years experience in field selling both to industry and government. Am member of Office Executives Association of New York and New York Sales Executives Club. . . . Now sales manager for leading office machine company, but am going into business for myself. Present employer knows of my plans. Replies held confidential. Reply to Box 2759, Sales Management, 386 Fourth Avenue, New York 16, N. Y.

**SALES OR GENERAL MANAGER** available. 25 years successful management and sales experience with large and medium size manufacturers of rubber and automotive parts. Have created effective programs for automotive after-market. Equipped to devise successful sales plans under "emergency" market conditions. Can secure major oil company, jobber and manufacturer business. Accustomed to handling all phases of selling and distribution, including advertising and sales promotion. Earnings over \$12,000 annually, commensurate with performance. Box 2760, Sales Management, 386 Fourth Ave., New York 16, N. Y.

## Worth Writing for . . .

Booklets, Surveys, Market Analyses, Promotion Pieces  
and Other Literature Useful to Sales Executives

### How Many Flashlights and Dry Batteries Do Southern Families Use?

*The Progressive Farmer* found out by surveying farm family subscribers in 14 southern states. Findings reveal that 97.4% own one or more flashlights and they average almost two per family. Nationally advertised brands of flashlights and batteries are first choice, and price has less influence than quality or brand reputation. Most buyers purchase two batteries at a time, although many report buying from three to six usually, and some buy up to a case of 48. Forty percent own radios which can be operated by batteries. More than 77% of battery-operated radios are home type—console and table models—with miniature and portable types totaling 20.4%. In farm radios, mail and/or chain store brands have a large share of returns. Use of hearing aids is reported by 2.2%, with a pioneer in the field predominating the brands. For copies of the detailed report, write to Frank S. Green, Sales Promotion Manager, *The Progressive Farmer*, Birmingham 2, Ala.

### Oil Producing Market Guide:

A 30-page book on the domestic and export oil producing industry published by *World Oil* and *The Composite Catalog*. It analyzes opportunities for equipment sales in exploration, drilling, production and pipelines; lists who drills U.S. wells, who owns U.S. rigs, who owns U.S. oil production, who builds U.S. pipelines; forecasts pumping equipment expenditures; shows *World Oil's* paid subscriber coverage in parallel breakdown for each division of the oil producing industry. Activity-wise, the study indicates that 1950 was the greatest drilling year in history, surpassing the peak year of 1949. An estimated 150,000 feet of hole was

drilled during 1950. This high level of activity is expected to continue into 1951. Write to Frank Murphy, Promotion Manager, The Gulf Publishing Co., Post Office Box 2608, Houston 1, Tex.

**Probability Sampling:** A comprehensive discussion of this subject has been put out by National Analysts, Inc. A group of the nation's sampling authorities participated in the panel discussions which are reported in full: Samuel S. Wilks, Princeton University; W. Edwards Deming, Bureau of the Budget; William N. Hurwitz, Bureau of the Census; George Katona, University of Michigan; Arnold J. King, National Analysts, Inc.; Frederick Stephen, Princeton University; Alfred N. Watson, The Curtis Publishing Co. Write to National Analysts, Inc., 1425 Chestnut St., Philadelphia 2, Pa.

### Male vs Female Influence in Buying and Brand Selection:

Volume II of a report prepared by the Research Department of the Fawcett Publications, Inc., for *True* magazine. The first report was published in 1948; this one adds classifications uninvestigated in the first study: automobiles, men's apparel, durable consumer goods, sports and recreation equipment and gift items. Findings prove men to be of overwhelming importance in both selection and purchase of practically all clothing, although women are assumed to be of greater importance. This is true also of selection of gifts for women. Almost 50 products, reflecting the percentage distribution of both purchasing and brand selection by sex are presented. Write to Carl R. Gisler, Director of Research, Fawcett Publications, Inc., 67 West 44th St., New York 18, N. Y.



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# COMMENT

## WHEN YOU'RE IN DUTCH

The headlines were big and the messages they carried undoubtedly caused thousands of heretofore satisfied users to get a queasy feeling. Recent news stories in New York told about the death in a short space of time of a number of people, the cause being attributed to faulty gas-fired refrigerators. Clearly, the manufacturer and the distributors of gas refrigerators were faced with a consumer relations problem of magnitude.

The industry has met the problem head-on. Within a few days after the news accounts of these deaths, the local papers carried a full-page advertisement from the Gas Refrigerator Distributors, Inc., urging people who had any reason to suspect faulty performance of their gas refrigerator to contact their service dealer. A list of dealers, together with their telephone numbers, was given.

The broadside approach was then followed up with a direct mail piece delivered to the occupant of each apartment with a gas refrigerator. A list of dealers was enclosed along with a letter stating:

"Like all home appliances, your gas refrigerator needs occasional checkup and servicing to provide the most satisfactory, safe and efficient operation . . . millions of gas refrigerators have been sold during the past 25 years, most of which are still in use . . ."

When you're in trouble with the public, no matter what the pros and cons are, the best remedy is a straightforward approach. And advertising was the tool with which to quickly provide the public with help and reassurance.

## STRAWS IN THE WIND

The Grand Union Co., a chain grocer which also operates some 900 retail routes, now has about 75 route saleswomen—all added since Korea.

SALES MANAGEMENT, for years, has been selling its "Specialized Application for Employment" blank to help the sales chief evaluate prospective salesmen—in the past few weeks requests never have been heavier for a sample form. (We'll be glad to send one to you free).

And sales managers tell us about some of their best salesmen, many being groomed for higher positions, who've jumped the fence for greener pastures.

All of this means that the manpower problem is staring us in the face—and demanding a solution.

1951 is not likely to be 1941 all over again.

The military services and war industries will drain away both active and potential sales manpower. But that doesn't mean that the sales function should cease, nor that it is impossible to make alternative arrangements to secure the people to carry out necessary jobs in sales departments.

The sales manager probably will—and should—put up a stiffer fight with top management than a decade ago for authority to maintain an active sales force, even though it may be necessary to shift the individuals making up the sales staff.

Grand Union has turned to women . . . others are drawing upon older men . . . and some, of course, will let their sales force drift away because management has no manpower plan, or fails to acquaint its salesmen with what management will do IF steps one, two, three, etc. occur in the war.

Should you be worrying so hard about materials shortages that you haven't taken up the manpower problem you'll perhaps be startled at the suggestion that your salesmen—and their families—are worrying about whether you have a plan.

"6 Steps to Ease War-Induced Worries that Now Grip Your Salesmen," the timely article on page 84, of this issue, provides some concrete ideas on how you can lick that part of the manpower problem over which you yourself have control. The solution to this problem will take a load from your shoulders and will go a long way to take that hard lump of fear out of the stomachs of your men and their families.

## FOXHOLE COPY AGAIN?

Let's look over the shoulder of E. B. Weiss, director of merchandising, Grey Advertising Agency, Inc., who's been doing a little looking himself at the back files of World War II advertising. He points out in the current *Grey Matter* that many of these ads clearly mirrored:

1. Maudlin—strictly phoney—sentiment.
2. Every symptom of somebody having "loads of fun" preparing ads which "thank goodness" didn't "have to" deal with merchandise.
3. Almost a total lack of strategical planning—so many of these campaigns were completely tactical, and not brilliant tacts at that.
4. A deliberate aim to prepare a text that could be used in pulpits, by radio commentators, newspaper editorials, etc.
5. A "follow-the-leader" tendency—there were "waves" of "foxhole" copy, then "waves" of "unselfish service" copy, "waves" of "postwar dream products" copy, etc.

Merchandise Weiss asks: "Will this happen again?" And then he answers, "On a more limited scale—yes. We're afraid—yes."